

college AND UNIVERSITY business

NOVEMBER 1956

*Fund Raising Policy
Housing for Married Students
Is There an Educational Industry?
The Food Service Director's Job
Parking Meters Go to College*



STUDENT ROOM, UNIVERSITY OF MAINE (page 44)

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Published monthly by The Nation's Schools Division. The Modern Hospital Publishing Co., Inc., 919 North Michigan, Chicago 11, Ill., U.S.A. Raymond P. Sloan, president; Stanley R. Clague, vice president and secretary; Everett W. Jones, vice president; Peter Ball, vice president; John P. McDermott, treasurer. Copyright © 1956, by The Nation's Schools Division, The Modern Hospital Publishing Co., Inc. Single copies, 50 cents. Member, Magazine Publishers' Association. Acceptance under Section 34.64, P.L. & R., authorized. Published on the tenth of the month of the date of issue. Change of address should be sent 30 days in advance of publication date.

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Among the Authors

RUTH N. DONNELLY, housing supervisor of the University of California, believes that the married student is a permanent part of the college scene. On page 33 she comments on some of the problems involved in developing housing programs for married students. She is a native Californian who started her business career in advertising (ended up marrying the boss), and later talked to farm wives for two years on N.B.C.'s Farm and Home Hour. She has been a member of the University of California staff since 1942 and was named to her present post in 1947.



Chandler H. Foster

CHANDLER H. FOSTER, a partner in the accounting and consulting firm of Harris, Kerr, Forster & Company in Boston, makes a progress report on the application of investment trust accounting to the pooled funds of colleges (p. 47). Mr. Foster has been associated for some time with Dartmouth College. The procedures reported follow in large measure the practice there in regard to the investing of pooled funds. Mr. Foster has been in the accounting profession for his entire business life, first as a staff accountant with various Boston firms and then as president of his own firm from 1927 to 1953, when the practice of Chandler H. Foster & Company was merged with Harris, Kerr, Forster & Company, accountants and consultants. Mr. Foster is a graduate of Dartmouth.



Robert W. Peden

ROBERT W. PEDEN has for many years been in charge of the accounting, audits and procedures for Wayne State University, Detroit. A graduate of Hiram College, Hiram, Ohio, he received his master's degree from Columbia University. His background includes many years of experience in accounting work for private corporations. He is a member of the National Association of Cost Accountants and has been active in that organization as a speaker and as a contributor to the literature of cost finding. In his article on page 50, he raises the provocative question, "Is There an Educational Industry?" and suggests some approaches that college administrators ought to keep in mind in making comparative cost studies.



Kenneth L. Thurston

KENNETH LEROY THURSTON, recently named housing financial manager at the University of Colorado, Boulder, reports on page 52 the practices followed at the University of Illinois in establishing a building maintenance reserve in the accounting operations of residence halls. He was a member of the University of Illinois housing staff from 1952 until accepting the Colorado appointment a few weeks ago. Prior to serving as assistant to the director of housing at Illinois, he was senior accountant in the housing division for four years. During World War II he served as a fighter pilot with the U.S. Navy. His navy experience later qualified him for a commercial pilot's license; however, he reports he is no longer active in flying because he finds it too expensive. He is sports minded and enjoys golf, bowling, photography and model building. Mr. Thurston likes to try unusual foods, and in this same experimental vein occasionally makes small investments in the stock market "just to see what will happen."



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QUESTIONS AND ANSWERS

Guides for Expanding

Question: What standards and guides are helpful in developing a long-range plan for expansion of campus and facilities?—L.R., S.C.

ANSWER: No standards or guides will be applicable to all institutions of higher education. It has been said that it should be possible to plan for the future on the basis of a certain number of square feet of floor space per student. This is far from the fact, because some institutions provide for graduate study, extension services, night classes, and so forth, while others do not. Graduate students require much more space than undergraduate students do, since graduate studies require research laboratories and special library facilities that are space consuming.

One Big Ten institution feels that it can do well with about 198 gross square feet per student (academic buildings only). Others are hoping to reach a goal of 225 or even 240. Another uses a unit of 135 gross square feet per student at a branch (no graduate work) and 215 gross square feet on the main campus. The U.S. Office of Education has suggested 225 gross square feet per student for complex universities.

One must be careful in discussing area requirements to specify whether assignable area, usable area, or gross area is under consideration. The probability is that if one starts with assignable area (which is space actually used for academic purposes), he must multiply by approximately 1.3 to get gross usable area and possibly as high as 1.6 to get gross area, which includes all space within the outside dimensions of the building. These figures vary with type of building, type of institution, building code requirements, and the like.

Insofar as acreage is concerned, the controlling factors are, of course, enrollment, land cost, urban or rural location, site development or spacing of buildings, height of buildings, traffic pattern, roads, parking provisions, topography, relationship to adjacent political units, areas of athletic and intramural fields, and farms.

This reply may not be helpful, but it is intended to show that the problem is a complex one requiring considerable study for each campus.—

A. F. GALLISTEL, *director of physical plant planning, University of Wisconsin.*

Scholarship Aid

Question: What criteria should be used in selecting scholarship recipients?—S.N., Ind.

ANSWER: The administration of scholarships is a function assigned to our student financial aids office.

According to the director of that office, three criteria are basic considerations in the selection of students for loans or other financial aid. Before these criteria are applied it must be established that the student has maintained at least a "B" average at the university; or if he is an entering freshman, he must be in the upper one-third of his high school class. Once he has met academic requirements, he is eligible for scholarship aid.

The criteria are judged on a 40-30-30 percentage basis: 40 per cent of the emphasis is placed upon academic record, beyond that of the basic average; 30 per cent is based upon need, and 30 per cent upon the following: field of study, potential of student, character references, and extracurricular activities.

The same criteria are followed as the essential factors of scholarship selection at most universities.—FREDERICK STECKER, *director, Ohio Union, Ohio State University.*

If you have a question on business or departmental administration that you would like to have answered, send your query to COLLEGE and UNIVERSITY BUSINESS, 919 North Michigan Avenue, Chicago 11, Ill. Questions will be forwarded to leaders in appropriate college and university fields for authoritative replies. Answers will be published in forthcoming issues. No answers will be handled through correspondence.

Utilizing Space

Question: How can an institution plan its building program to ensure effective and optimum use of all spaces?—A.W., Fla.

ANSWER NO. 1: (1) Make a careful inventory of existing spaces and analyze their present uses, both in hours per day and per cent of seat filling. (2) Project future enrollments by major divisions or departments. (3) Determine future needs in the various space categories using the present situation as a starting base, with such adjustments as may be indicated. (4) Correlate curriculums with overall planning. (5) Plan the individual buildings so that they can be converted easily and adapted to successive occupancies. (6) Keep the master plan and the individual building plans as flexible as possible, to permit modification as the plan develops.—W. A. CLOSE, *advisory architect, school of architecture, University of Minnesota.*

ANSWER NO. 2: The question is so broad as to make a brief answer difficult. The following may be a basic outline to follow:

1. Review and analyze your present curriculum, courses of study, class sizes, and so forth. This, together with other contributing factors, will show present space needs. (You may not be using your present facilities to their maximum.)

2. Consider presently foreseeable changes that will increase present needs so you can compute future space requirements. Make allowances for further, as yet unknown, growth.

3. Plan buildings for flexible use (today's and future years) by making structure and utilities easily changeable for future needs.

4. Locate buildings so future additions or new buildings can be added logically and yet prevent a "missing-tooth" appearance for the present.

5. Employ competent professional architectural and engineering advice to interpret your findings into buildings. Select the firms on the basis of their professional ability and not for their political or friendship connections.—PHILIP E. KEENE, *college architect, State College of Washington.*



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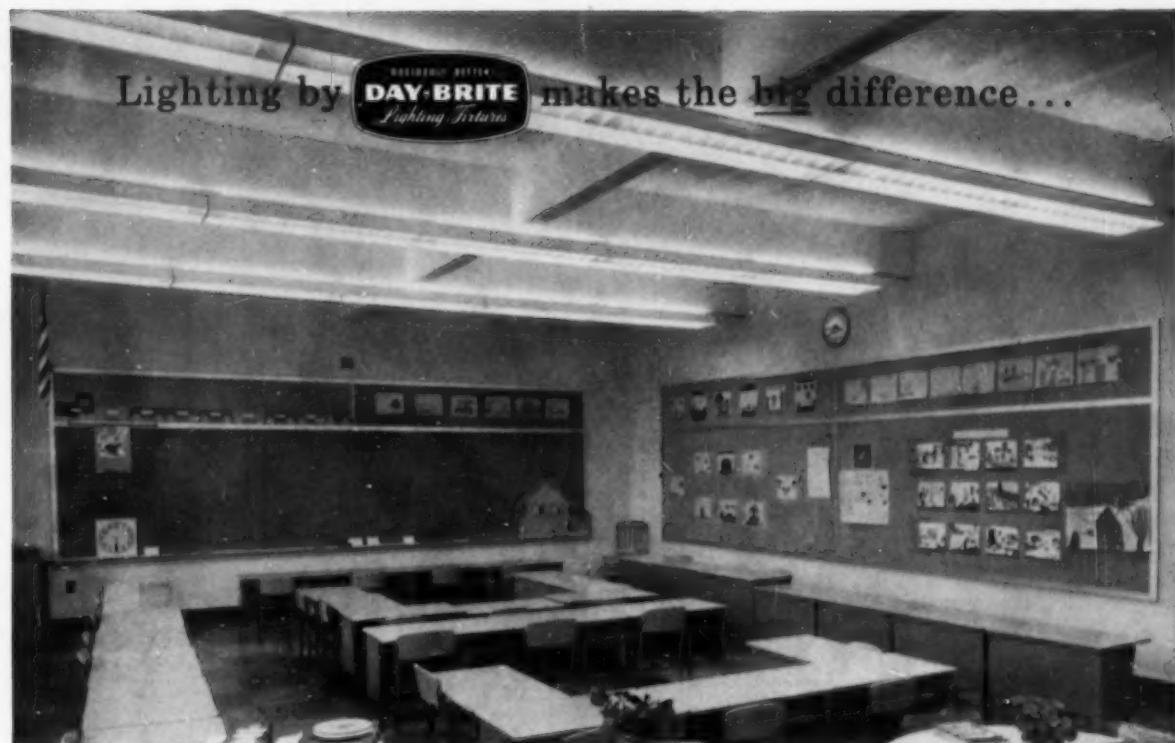
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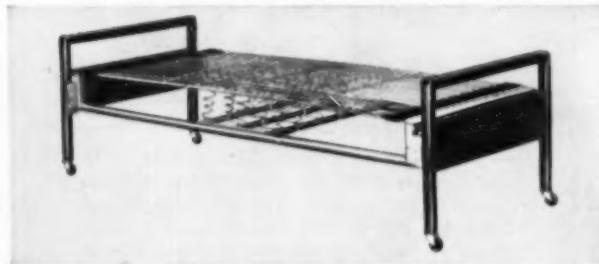
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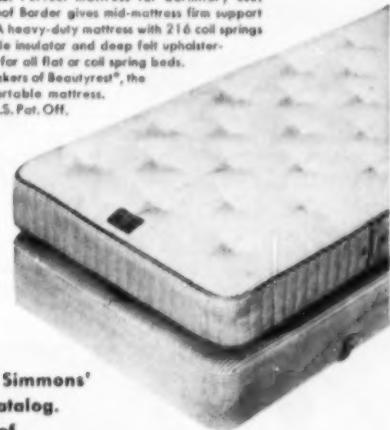
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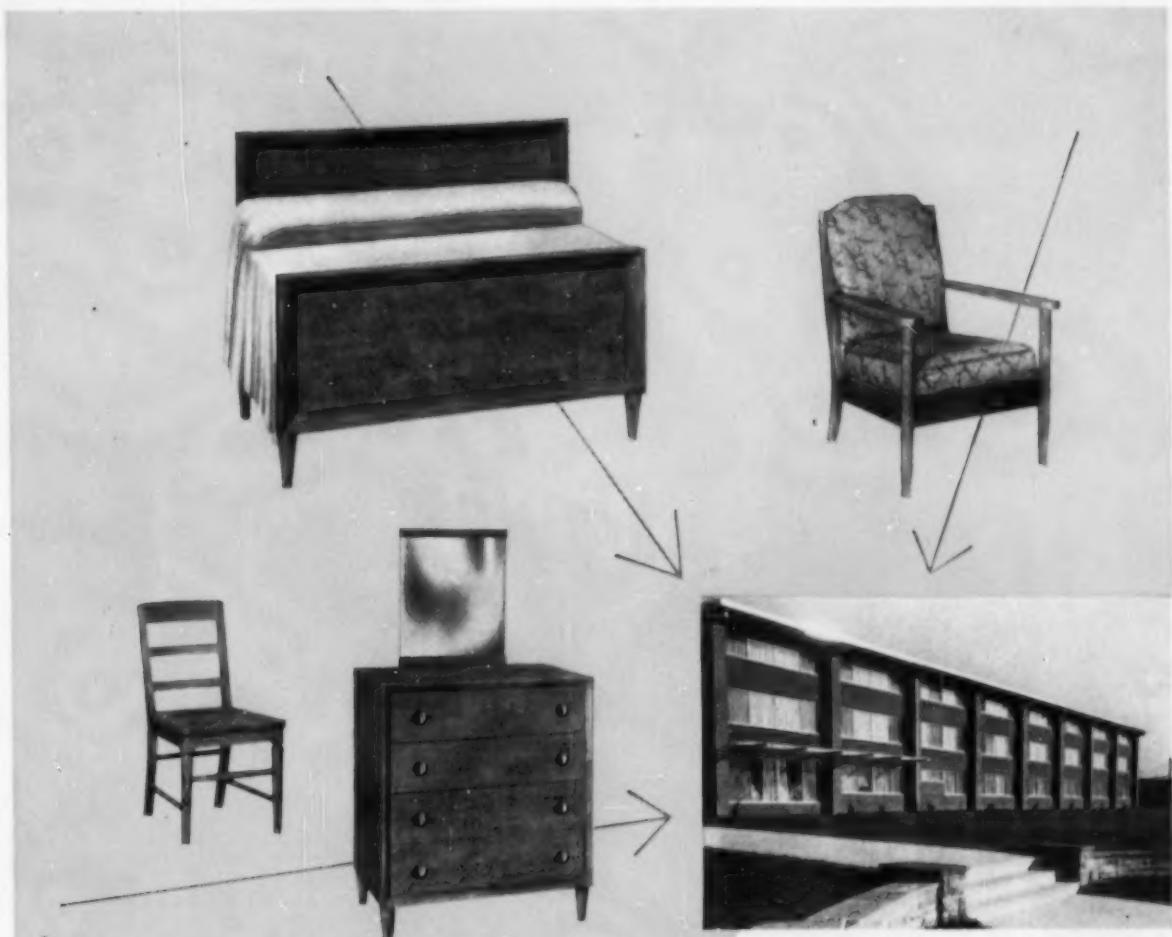
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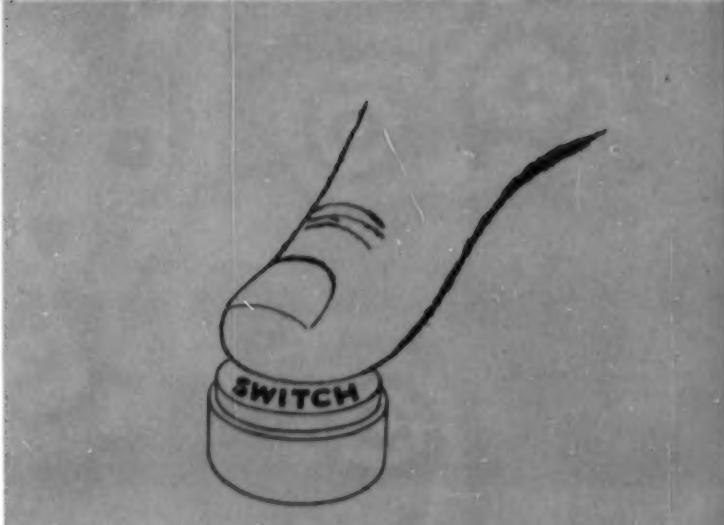
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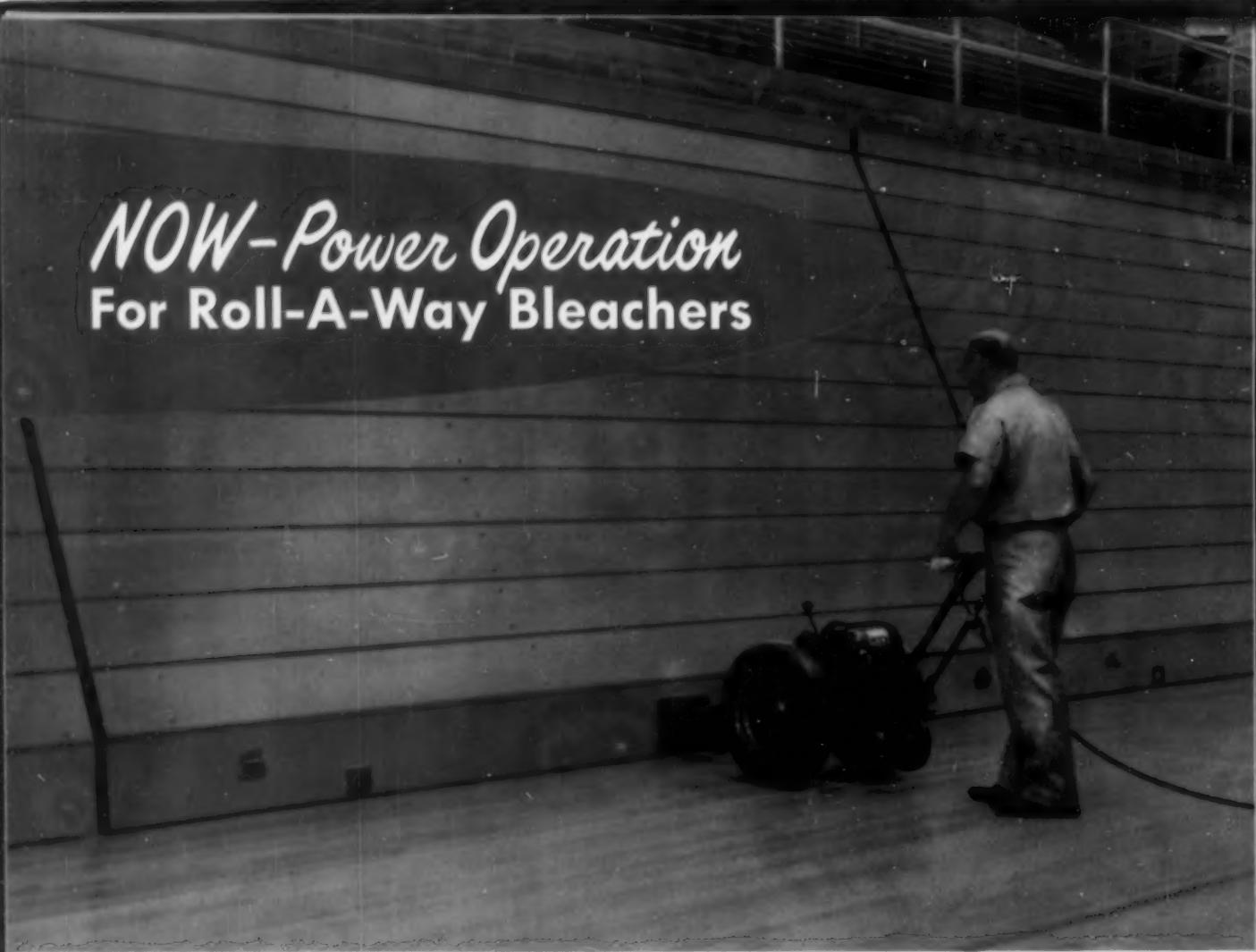
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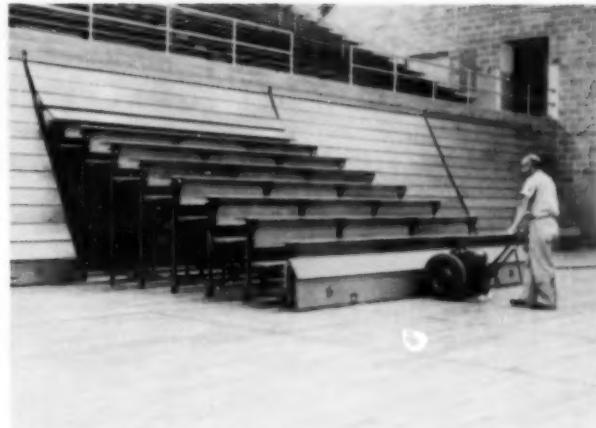
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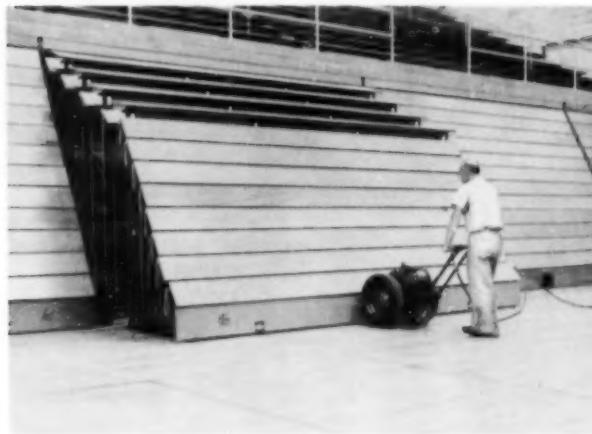
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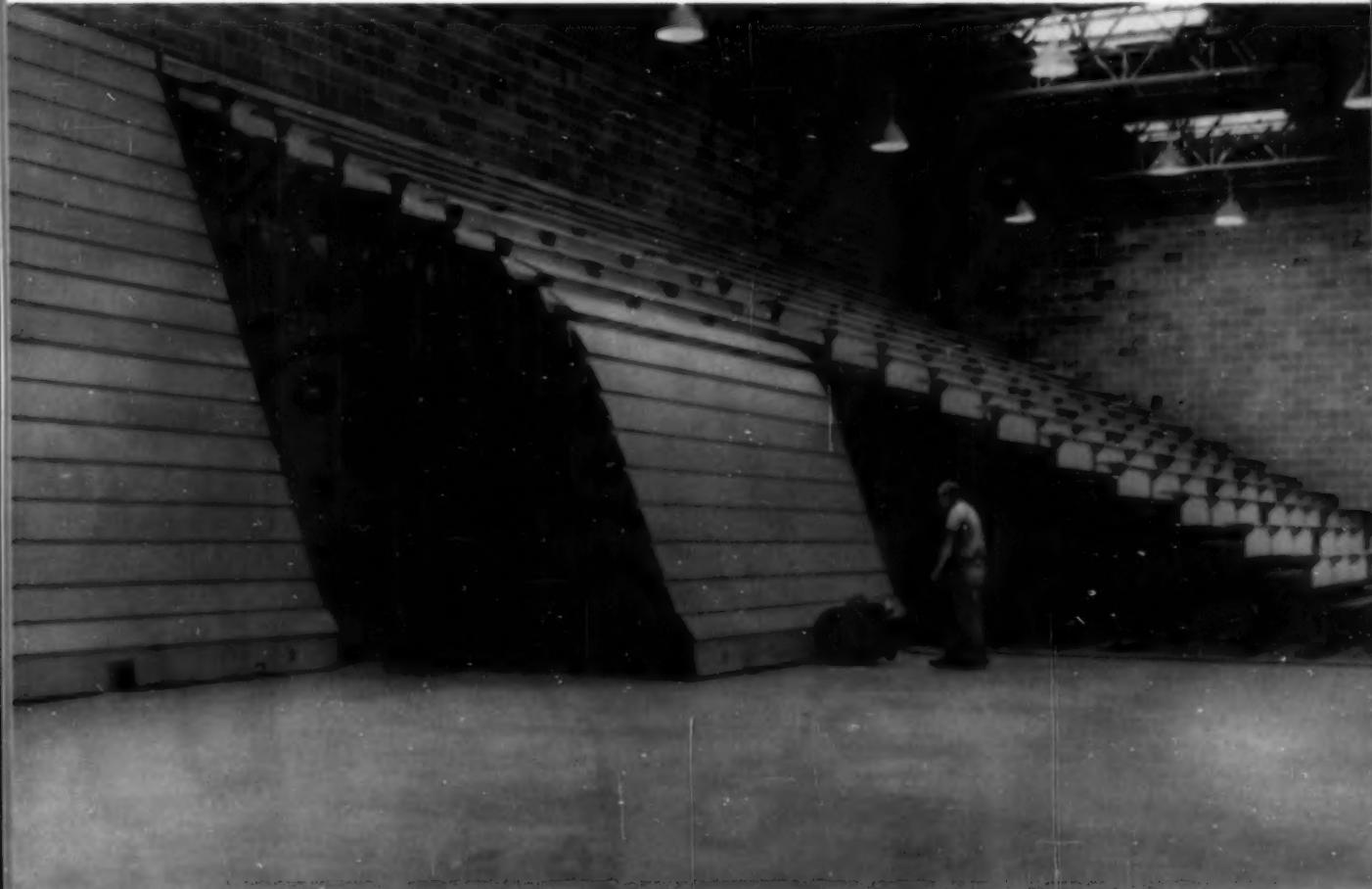


Guided into opening beneath front row seat, *Poweroller's* extended gripper arm makes instant contact with attachment bar. Turn handle switch (only a slight touch required) . . . and bleachers open up without slightest exertion by operator.



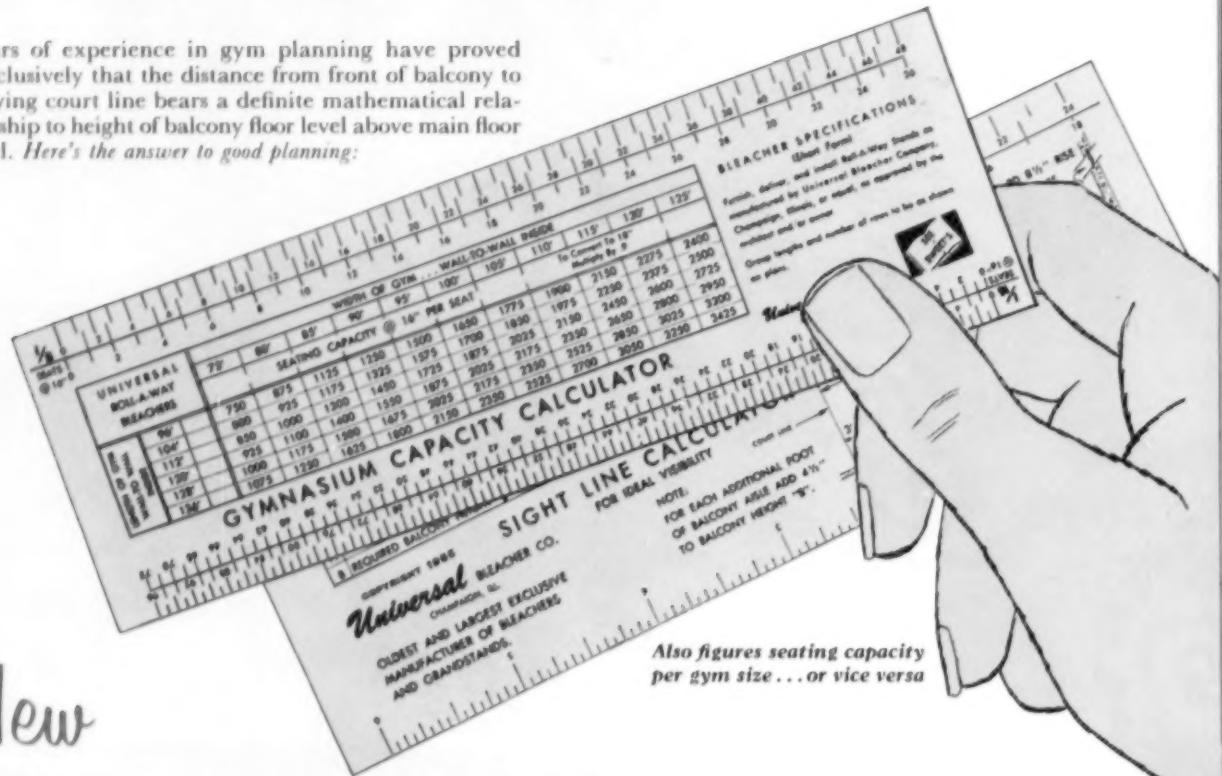
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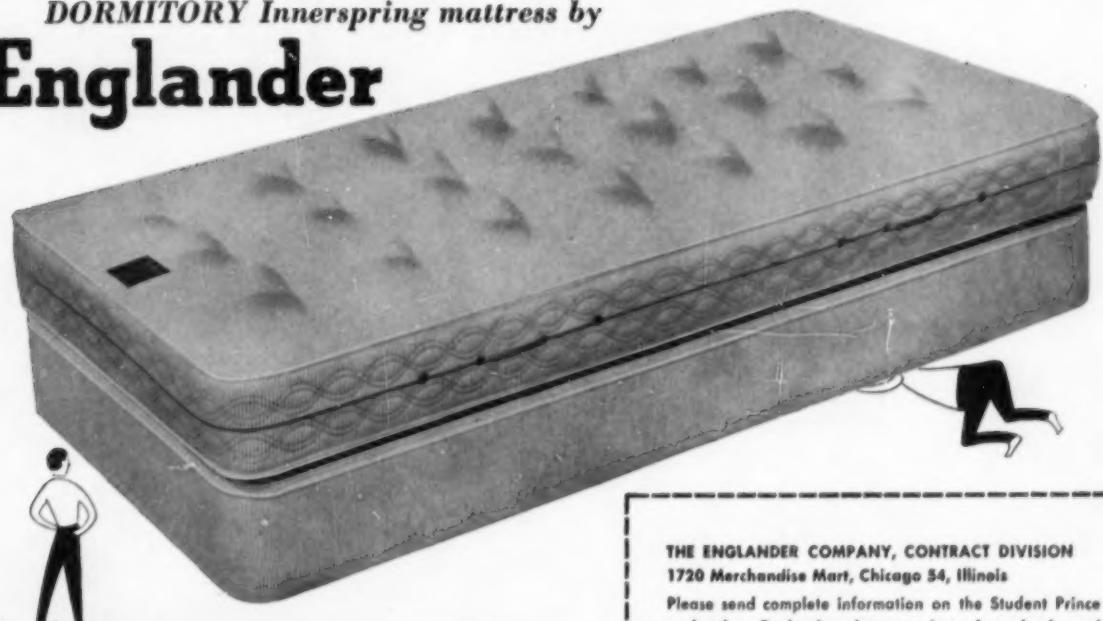
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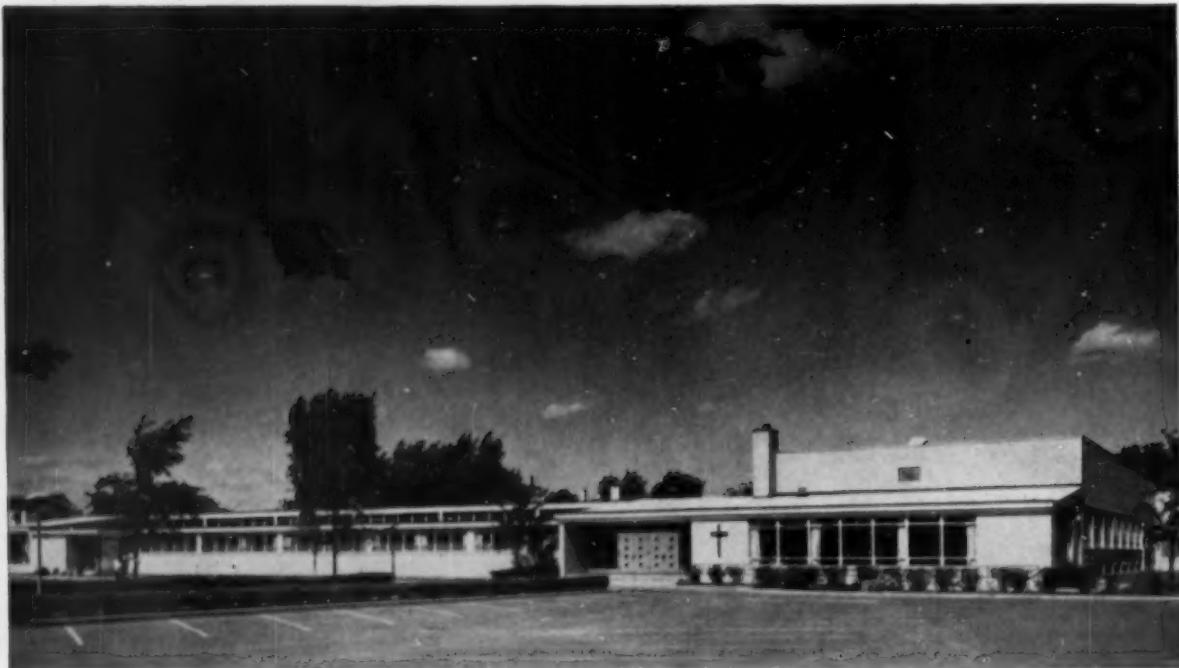
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Looking Ahead to 1976

FRANCIS H. HORN

President, Pratt Institute, Brooklyn, N.Y.



WITH APPROXIMATELY 3.2 MILLION COLLEGE students enrolled this fall, it should be obvious that the "tidal wave of students" is not just a product of the imagination of Dr. Ronald Thompson, who coined the phrase. Only two years ago the Council for Financial Aid to Education was predicting an enrollment of 3 million for 1960 and of 5 million for 1975. Colleges and universities may well reach the latter figure in five or six years. By 1975, I expect an enrollment of 8 million.

Assuredly, administrations and faculties should now be convinced that fantastically larger enrollments lie ahead. Those who still think they can slam the door to college opportunity for millions of ambitious and qualified youngsters in the interest of "raising standards" are wishful thinkers. If American higher education is to be prepared to meet its responsibilities 10 and 20 years hence, long-range planning must begin now.

I should like to suggest that such planning must take account of factors of which few educators seem to be aware. Current planning appears to be on the basis of business as usual; warnings concern costs of educating larger numbers, providing adequate facilities, and, above all, finding enough qualified teachers.

Some educators have stressed the need for more efficient operation: year-round all-day utilization of plants; use of TV and other mechanical devices, and employment of assistants aiding a master teacher. Only a few have questioned more fundamental practices: Alvin Eurich and Beardsley Ruml have attacked the sacred cow of arbitrary faculty-student ratios, and Henry Steele Commager has suggested the desirability of fewer class periods and more independent study. For the most part, however, it is assumed that higher education in 1976 will be much the same as in 1956, which is essentially the same as it has been in America since the Eighteenth Century.

This is an assumption which, because of the coming changes in our way of life, needs to be questioned. In the last half century man has made more advances in science and technology than he had since the dawn of civilization. Yet Gen. David Sarnoff has written recently that "the dominant physical fact in the next quarter century will be technological progress un-

precedented in kind and volume; . . . the world is merely on the threshold of the technological age."

What, specifically, the world will be like 20 or 30 years hence is not perfectly reflected in anyone's crystal ball, but some things are pretty certain. Standards of living will continue to improve. By 1976, the gross national product in this country will exceed four-fifths of a *trillion* dollars. The work week will average no more than 32, possibly only 24, hours. Automation and atomic energy may well, as the N.A.M. predicts, "banish human toil forever." People will live longer. The world will shrink further, and international understanding and intercommunication everywhere will increase.

It is in the light of such technological, social, economic and political changes that higher education must plan for 1976 and thereafter. For example, what happens to our traditional patterns of education in view of the decreasing demand for unskilled and semiskilled labor, the increasing need for graduate and, indeed, postdoctoral instruction in many specialized fields, and the growing desire for leisure time and post-retirement adult education activities?

To plan for 20 years from now primarily in terms of contemporary society and today's higher education may well be fatal. Never was imaginative and creative thinking about American higher education more necessary. Yet as the tidal wave rolls in, faculties and administrations will be so swamped in meeting the pressing day-to-day problems that little revolutionary thinking about the future can result.

One of the great foundations might make a most significant contribution to higher education by setting up an Institute for Advanced Planning, not to be concerned primarily with statistics or curriculums or finances, important as such considerations are in projecting the future. Instead, its members, like those at the Institute for Advanced Studies at Princeton, should be thinkers; their concern should be higher education in this country and in the world in the decades of opportunity that lie ahead. Out of their speculations might come ideas and suggestions to the colleges and universities that would result in a program and pattern of higher education genuinely suited to the last quarter of the Twentieth Century.

LOOKING FORWARD

Follow the Rules

APPLICATIONS FROM THREE COLLEGES IN THE CHICAGO area for loans in connection with the College Housing Program included fees for brokers or negotiators as part of the loan application. The inclusion of such fees is not permitted by the Housing and Home Finance Agency, according to John C. Hazeltine, commissioner of the Community Facilities Administration of the H.H.F.A. Quoting the housing regulations, he states:

"It is not necessary for any applicant to retain the services of any person, firm or organization to assist in obtaining a loan, and no part of the proceeds of any loan may be used to pay fees or commissions to brokers or negotiators for services in connection with the submission or processing of an application for a loan."

Some Washington officials think that confusion on this matter might have resulted from a statement in an article on page 24 of the July 1956 issue of COLLEGE AND UNIVERSITY BUSINESS. It read as follows:

"Borrowing from the government entails a good deal of additional work. . . . it is reasonable practice to engage a financial consultant or fiscal agent. . . . The services of such consultants or agents generally are obtainable at a cost of from 0.5 to 1 per cent but may run to 2 per cent if private financing considerations enter the picture."

College or university administrators can retain the services of negotiators or brokers, if they like, but they cannot include their fees in the loan application.

Packing the Board

IN THESE DAYS OF ECONOMIC AND SOCIAL CHANGE it is doubtful whether the makeup of university boards of trustees reflects the new pattern. In many cases the tradition of the past century has established the criteria by which board appointments are made: A trustee should be wealthy and should have a wide and persuasive influence among persons of comparable or greater wealth. Not often enough is a person without such assets honored by appointment as trustee.

This imbalance in board constituency was pointed up sharply at the recently concluded 39th annual meeting of the American Council on Education in Chicago. Louis Hollander, president of the New York State C.I.O. Council, in addressing the 700 educators at the Chicago meeting, stated:

"University governing bodies are restricted to businessmen and successful professionals—with labor representatives almost completely absent. Packing boards of

trustees is, I think, as dangerous to democracy as packing legislatures. Just as all groups of the population should have a voice in government, all, too, should be represented on the boards of our educational institutions. Members from comparatively privileged economic groups may conceivably bring to a trustee board the best of intentions; they cannot bring a complete knowledge of the needs and problems of all the elements in the population."

Revamping the constituency of the board will not be easy. Many boards are self-perpetuating and, in determining replacements, can operate pretty much as a private club. The strains and stresses on higher education today, however, are such that serious consideration must be given to reevaluating both the functions and personnel of boards of trustees. If colleges expect to broaden the base of their philanthropic support, they should give equal consideration to broadening the base of trustee representation.

The Ohio Study

"MEETING OHIO'S NEEDS IN HIGHER EDUCATION" is the report of a study made between December 1955 and April 1956 by Dr. John Dale Russell under the auspices of the Ohio College Association. Every college or university administrator who is concerned about the future of higher education within the boundaries of his own state would profit from reading this report.

In his objective, candid and independent appraisal of 54 Ohio institutions, Dr. Russell has set a high standard for institutional evaluation. He made the study within 76 working days. Though admitting that if he had had more time the data would be more complete, Dr. Russell declares that this was not the prime objective of the study. As he points out in the preface to his report:

"The task of the director of the study has been to bring to a focus the various ideas held by the leaders of higher education in the state and to present these ideas as an integrated pattern for future development of the state's program. . . . This report probably raises more questions than it answers."

So much the better. Somebody has to do some thinking if the questions are to be answered properly. When people begin to concentrate on important problems there is some chance that solutions may be found.

Because of the excellence of Dr. Russell's study, it can be predicted that many other state associations of colleges will undertake surveys of comparable type.



The organization of the association is quite informal. Its meetings usually are attended by each president and his business or budget officer. The decisions of the group do not bind any of the institutions but out of group discussions frequently come some common decisions.

IN THE VARIOUS DISCUSSIONS OF THE coordination of higher education in our states, more attention is being given to voluntary cooperation as a method for achieving desirable ends. My report is about the voluntary cooperation existing among the seven state supported institutions of higher education in Colorado.

The seven Colorado institutions vary widely in size and function. They include a junior college, a school of mines, three teacher training institutions, the A & M college, and the state university with a separate medical campus. Enrollments range from about 200 to more than 9000. Four governing boards exercise responsibility. One institution, the state university, has constitutional

status; the others were established by the legislature. All have been in existence for more than 23 years, some for 80 years.

Colorado has had many of the same kinds of institutional rivalries that exist elsewhere: the competition for students either in numbers or quality, the competition for status in terms of new curriculums and graduate degrees, and the competition for money either for operations or buildings.

However, I can truthfully say that there has been a marked diminishing of these types of competition in recent years and a rapidly ripening sense of association in a common cause with common purposes. It arises to a considerable extent from three sources: voluntary cooperation through the presidents' association (its formal name is the Association of State-Supported

From a paper presented at the Western College Business Officers Association meeting, San Francisco, 1956.

A Colorado Story

of an informal coordination
among state colleges

JOHN W. BARTRAM

Assistant to the President
University of Colorado, Boulder

Institutions of Higher Education in Colorado), the willingness to cooperate on the part of the presidents themselves, and an informally but firmly expressed wish on the part of legislative leaders that the colleges work together.

The minute books show that the state college presidents met together on a regular basis as far back as 1924. However, in the last five years great progress toward working together has been made.

The Colorado legislature has never been in a position to make really adequate appropriations to the colleges, and the appropriations committee has long had the problem of spreading inadequate support as equitably as possible. Frequently the committees have, in effect, said: "We have this many dollars; you tell us how to divide it up." Then the college presidents go into session and hammer out some kind of agreement. It may be based on historical percentages, current enrollment statistics, or eloquent pleading — and usually a combination of all three. The presidents have wrestled with various types of formulas that might be suitable.

The quick and easy formula approach was not successful and the presidents began to agree that the only basis on which they might ever reach understanding was to know one another's institutions very well. There resulted from that a whole series of informal but thorough comparative studies on tuition and fees, faculty salaries and

fringe benefits, major fields of study offered at the various institutions, graduate fields of study offered, review of equipment and other capital outlay expenditures, and so forth.

The seven institutions have not reached uniformity on any of these matters, and they do not seek to.

As a part of individual institutional actions, many changes have come about that result in more consistent action. There is a closer relationship now in the tuition and fees charged Colorado residents. The institutions with high percentages of nonresident students are now charging high nonresident fees. The institutions are not adding new major fields without prior consultation with one another. The institutions have had similar policies defining who are "residents" and "nonresidents" and are now adopting a single uniform policy.

CHAIRMANSHIP ROTATED

The organization of the association is quite informal. Its meetings usually are attended by each president and his business or budget officer. The chairmanship is rotated among presidents. Depending upon the matters under discussion, the alumni officers, summer session administrators, faculty deans, public relations officers, and physical plant development officers have participated in one or more sessions during the past several years. Its study projects usually are done by inter-institutional committees. The decisions of the group do not bind any of the institutions but out of group discussion frequently come common decisions.

The group annually has a dinner for members of the legislature and other elected state officers, with members of the governing boards, alumni boards or student government boards also attending as hosts. The current chairman describes the major problems of the seven institutions, and there is also a report on enrollment trends and building progress. The group also has a joint hearing with the appropriations committee of the legislature, as well as with the individual institution hearings.

The modest costs of running the association are prorated among the institutions in proportion to the size of their general fund budgets.

For nearly 30 years the Colorado public institutions have had a joint scholarship program. Under this plan each accredited Colorado high school awards a number of scholarships each

year, the scholarship number varying with the number in the graduating class. (Up to 100 students, there is a scholarship for each 25 graduates; beyond 100, one for each 100 graduates or fraction thereof.)

Students are selected by their own high school faculties provided they rank in the upper fourth of their class and make satisfactory scores on a statewide test. The scholarship covers tuition for four years in any public senior or junior college in the state as long as the student does satisfactory work and may be transferred if he transfers. The Colorado Presidents' Association is the body through which policy changes are initiated in consultation with the junior college presidents. The administration of the program is left to a three-man executive committee.

Informal cooperation in Colorado also has been extended in several other areas related to admissions and scholarships. All Colorado institutions, public and private, now use the same application-for-admission form. All Colorado institutions, public and private, now use the same form for applying for scholarships or educational grants. This has simplified the work for the high schools of the state, since they need gather these data in only one way regardless of what Colorado institution a student applies to.

MORE ADEQUATE COUNSELING

The public and private institutions also are cooperating with the high schools in the jointly established Colorado Council on High School-College Relations. Its primary purpose is to improve the counseling of high school students regarding college opportunities. Through the procedures developed by the council, Colorado high school students get more adequate counseling about college opportunities with much less of the "recruiting" efforts that have been characteristic in many states.

As a tourist state and because it makes sense in the economics of our colleges, the Colorado institutions continue to do a real selling job to increase out-of-state summer enrollments. This year through the presidents' association, a number of the four-year public institutions began a joint promotion program for summer school offerings. There were booths and exhibits at major educational meetings with the costs prorated in proportion to our summer enrollments. All summer schools of the Rocky Mountain area have participated for several years in a joint

advertising program in major educational journals.

Sometimes these joint actions are rather a shock to alumni, who, conditioned by athletic rivalries, continue to think of the colleges as enemies rather than as friends in a mutual and important enterprise.

Working together through the association, the colleges were successful in getting the passage of legislation regarding revenue financing that gives continuing authority for such projects and their financing. The association also has been effective as a medium for communicating with other organized groups in Colorado education, including the Colorado Education Association and the organization of junior college presidents. The biggest single accomplishment of the group was the adoption of a 10 year \$40 million building program for the state colleges by the 1955 legislature.

CASE HISTORY

The case history on that might be of interest.

In the fall of 1953, the Colorado presidents began talking about the "rising tide," "tidal wave" or whatever other hydraulic term you might want to use for enrollment increase. They had seen the Michigan report published earlier that year and an inter-institutional study committee was formed to make a similar, but somewhat less elaborate, study for Colorado. The results of that study were first reported to the Colorado public at a dinner for the state legislature of 1954 at which all seven of the colleges were hosts. The legislators were told the problem was coming, but they were not asked to take any special action at that time.

Although the existing 10 year building program still had until 1957 to run, the state planning commission already was asking the institutions to review their needs and plans for the years beyond. When the college presidents saw the dimensions of the expansion that was going to be needed, they went into high gear. They saw the problem in two ways: (1) The Colorado public had to be told about the coming problems, and (2) the institutions had to have a sound, well thought out building program to propose in meeting the problem.

On the informational side, they authorized the joint production of a movie called "The Challenge." It depicted the story of the rising tide by

showing Colorado's economic expansion, Colorado school children moving through the grades, and the problems the colleges would have in providing facilities and faculty to teach these young people. The picture has been shown many times on Colorado television stations and to many Colorado audiences. They also began a series of public meetings throughout the state to which the alumni of all the colleges, as well as legislators and community leaders, were invited. In most cases these meetings were not attended by large numbers of people, but they received thorough press coverage in local papers. And they did prove that there was no significant body of opposition and, in fact, much support for expansion of our colleges.

Meantime, on the basis of enrollment projections, the institutions began to plan the additional physical plant that would be needed. These studies were not done with the precision that Donovan Smith would have put into them, but as we check back with Smith's data we find that we did not miss the marks too far.

After the individual institutional plans were formulated, they were reviewed at a two-day meeting, and out of that came further revisions as some institutions saw that their proposals would have resulted in a "higher standard of living" than the others were proposing. The resulting request was for a \$50 million program to provide for deficiencies in present plants, to add facilities for 13,000 more students, and to provide for expansion of the University Medical Center, including a dental school.

LET PUBLIC DECIDE

Some felt such a program could not be passed when they saw it called for capital expenditures at about four and a half times the rate they had been running. But the college presidents as a group insisted that they must tell the problem to the legislature and to the public and then let them decide what they wanted to do. After several joint hearings, a series of individual hearings on the needs of each institution, and legislative visits to most of the campuses, the legislature accepted more than 80 per cent of the proposed program.

Under the Colorado building mill levy laws, we are permitted to anticipate up to 80 per cent of the revenue that will come in during the remaining years, so the program does permit us

to build ahead of the enrollment rise rather than after it.

In the same manner, but with less current success, the seven colleges have been making a joint case for higher appropriations, particularly so that faculty salaries can be improved. Public meetings have been held in a number of communities around the state with several of the presidents appearing jointly. Each president has been working with opinion leaders he knows to interest them in better support for higher education. Colorado newspapers

consultant brought in by the committee are now discussing the extent and nature of further studies that should be made.

Other early projects on the agenda for the presidents' association include discussion of extension programs operated by the several institutions, further joint promotion of summer school offerings, consultation with the public junior colleges with respect to their programs and plans, and, of course, the continuing problem of adequate financial support for the jobs to be done.

The voluntary association is one way of getting inter-institutional cooperation and coordination. Properly operated with full cooperation of the participating institutions, its strengths would seem to be:

1. Cooperation resulting from a mutual interchange of ideas and information among the educational institutions directly concerned.
2. Low costs, since the work is done by contributed services of members of the several staffs.
3. Less likelihood of an enforced uniformity of approach to the solution of educational problems, thus helping to maintain the diversity in education that most educators consider sound.
4. Continuance of administrative and policy decisions in the hands of the several governing boards of lay citizens directly concerned with the particular institutions.

PRINCIPAL CRITICISMS

The principal criticisms that can be made of a voluntary association are:

1. The existing institutions may not be interested in or recognize particular educational needs of the state, especially community college or junior college terminal programs.
2. The public institutions may not adequately take into account the work of the private institutions. (Both of the foregoing criticisms have been met in some states by broadening the base of the voluntary association to include junior colleges and private institutions.)
3. The voluntary association may not be as vigorous and objective in analyzing the strengths and weaknesses of its member institutions as a qualified outside agency would be.

Statewide cooperation and coordination in higher education are desirable. The voluntary association deserves consideration as a means of attaining this end.



Now Registering on Campus: The Parking Meter

ALDEN AUST

*Former Superintendent of Buildings and Grounds
Municipal University of Omaha*

THE MUNICIPAL UNIVERSITY OF Omaha used to be a "streetcar college," but since the city abandoned streetcars it's a "car college." We average one car for every two students and, with an enrollment of 2400 day and 2600 night students, there are a lot of cars.

From the time the new O.U. campus was developed 20 years ago, the board of regents has operated on the principle that "the automobile is here to stay," and has provided more than 1000 parking stalls in an effort to keep up with the demand. However, last year the board was faced with the need for building additional parking lots *plus* resurfacing 300 existing stalls. The expense of these two jobs jolted the

board members into the realization that there might be a limit to the amount of free parking the taxpayers could provide and they came reluctantly to the conclusion that the students would have to pay part of the parking bill.

Different methods were investigated including ramp garages, which could not be justified economically at this time; toll gates, which were rejected as not being capable of handling the rush-hour traffic, and student fees, which, it was felt, would be difficult to administer with our lot location situation. Parking meters were finally selected as being most equitable. Students who demand close-in parking can

have it at 5 cents per hour; those who don't want to pay can still have free parking if they are willing to walk a few blocks.

The question of how many meters to install was kicked around considerably with the meter salesman giving numerous kicks in an upward direction. The original recommendation of the parking committee was for 10 thirty-minute meters for visitors and 60 six-hour meters for students to be located in the close-in portion of a lot adjacent to the main building. This figure was revised upward to 160 meters covering the entire adjacent lot *plus* 89 meters in a lot slightly removed from the main building. (These

Policeman winds meters weekly.



Member of buildings and grounds staff repairs meters.



89 meters have not paid off, but more about them later.)

The matter of how much to charge was approached rather conservatively by the parking committee, which recommended 5 cents for two hours up to a total of eight hours. The meters as installed had a 5 cents per hour rate with a maximum of six hours. (Bargain rate—six hours for a quarter.) The actual selection of make and type of meter plagued the purchasing department for some time. We studied 12 types of meters and finally the board of regents selected an automatic type meter with two meter-heads on one post. The meters will take nickels and/or quarters and are labeled for operation from 7:30 a.m. to 10 p.m. Monday through Saturday.

Operation of parking meters requires a much more commercial approach to parking and policing than has been typical on most campuses because of contractual arrangements with the meter manufacturers. These manufacturers usually install meters for municipalities without initial cost and the manufacturer then takes half of the revenue until meters are paid for. You can appreciate that the manufacturers are vitally interested in seeing that there are no free loaders.

The operation of the meters at the University of Omaha is set up in the following manner:

1. Student parking permit stickers are issued by the dean of students office at registration time for the school year. These stickers go on the left no-draft window and are primarily for identification.

2. Continuous policing is mandatory to ensure revenue to pay off the meter company. We have two policemen—one day and one afternoon and evening. They make the rounds of all parking lots every hour, writing violation tickets as they find them. We use a regular yellow cardboard windshield-wiper ticket.

3. Fines are levied by the dean of students according to a sliding scale of offenses and are collected by the cashier. In the first six months of operation about 5000 warning and violation tickets were written, which required the hiring of a full-time clerk to handle the paper work. Most violators have only one or two offenses. A small percentage ignore their tickets but those who do are caught-up-short by the issuance of class denial slips after the third offense.

4. Collection of parking meter receipts is handled by two bonded employees, one from the buildings and grounds department and one from the cashiers' office. They make a weekly collection, removing coins from about 150 meters per hour with the aid of a special locked-box cart. Our collec-

tion is hampered by the presence of shrubbery on the parking lot islands so we have to collect from the curb side when the lots are empty. (Keep this collection problem in mind if you are designing a metered parking lot and allow ample walkways on the islands for collection carts.)

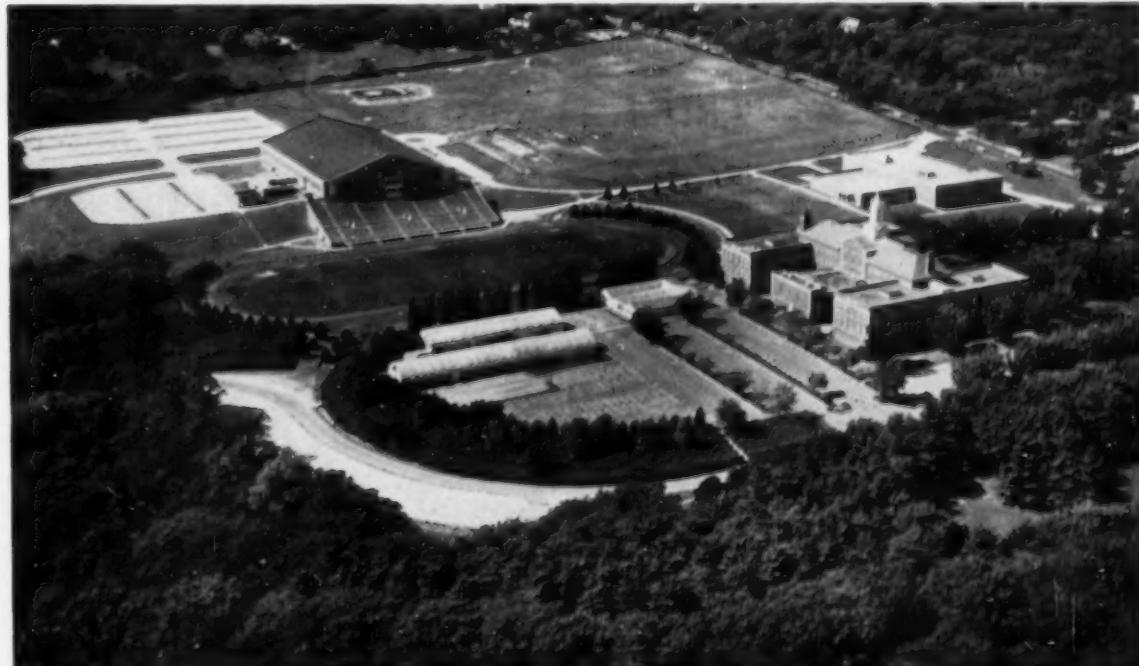
5. The cashiers' office counts and packages coins with the aid of an electric coin sorter, counter and packager. Foreign coins, slugs and washers show up occasionally, although the amount has been surprisingly low, approximately 0.1 per cent. Students using foreign coins were quickly apprehended and disciplined.

6. Winding the automatic type meters is done by the day policeman once a week on his rounds.

7. Repairs to the meters are performed by a buildings and grounds staff member who has been factory trained by the company. When a meter is found to be out of order by the policemen, a check is made for foreign object obstructions and so forth. If the difficulty cannot be remedied, a new mechanism is inserted and the inoperative meter is brought back to the shop where the repair man keeps a stock of repaired mechanisms ready for replacement.

Repairs have averaged 11 man-hours per month. To date no new parts have been required beyond the initial

In left background, free spaces; at left center, distal parking area with 89 meters has not paid off.





Here, adjacent to the main building at the University of Omaha, is parking space equipped with 160 meters. The

automatic type meter takes nickels and/or quarters. The current rate is 5 cents per hour or six hours for a quarter.

supply provided by the company at the time of purchase.

Have the meters paid off? The answer is an emphatic *yes*. The average weekly operating costs are: policing, \$150; levying fines, collection and cashiering, \$105; maintenance, \$15; printing and miscellaneous, \$10. The cost of the meters was about \$55 per meter-head installed. The meters should pay for themselves in two to three years.

For the benefit of those who may be thinking seriously about installing parking meters, let me make five recommendations:

1. Select only premium locations for your initial parking meter installations.

2. Construct and maintain your metered lots in the same manner that high class commercial or municipal operators do: The lots should be paved,

well marked, clean, well lighted and well policed.

3. Obtain student acquiescence by showing an honest justification for parking charges, preferably on the basis of earmarking revenue for additional parking facilities.

4. Select meters quietly and carefully. If possible, try out different type meters for from 60 to 90 days in an area remote from student parking, such as your hospital driveways.

5. Do not go overboard on the number of meters on your initial installation. Municipal parking experts like to have a 5 to 10 per cent vacancy ratio in metered areas.

If you meter too many stalls and/or the rates are too high, you may end up with a vacancy ratio of 60 to 80 per cent, such as we have in our lower lot. This makes for uneconomical operation. Our lower lot grosses only

50 cents per meter per week, which means an operating loss of 30 cents per week, which has to be made up by the well located meters. Furthermore, the idle metered lots create resentment, ill will and poor public relations.

Based on our experience with parking meters, I am firmly convinced that there is no reason why the solution of the problem of student parking on university campuses cannot and should not parallel the history of parking in the central business district of our cities: (1) unsuccessful regulation; (2) curb parking meters; (3) off-street parking lots and garages financed initially by parking meter revenues. The cities have shown us a practical solution, and there is no reason why we should not follow their example.

From a paper presented at the National Association of Physical Plant Administrators, Madison, Wis., 1956.

AS THE HOLDERS OF THE PURSE strings, as the controllers of operating budgets of educational fund raising, I want to challenge business officers of American education to take the long view and provide the funds that are badly needed to improve existing alumni and development programs and to get others off the ground. I urge them to find some way to give the fund raisers the budgets and staffs they must have to do a really effective job.

An old adage says "You can't buy happiness." That may be true; but, as Phil Silvers observes, "Just give me the money and I'll sure have a lot of fun shopping around for it."

Unlike happiness, a good fund program is something that can be bought in most cases. Many factors are involved in success. But with the money to hire the right people, provide the necessary equipment, and produce the necessary tools — brochures, mailing pieces, forms and all the rest — you will inevitably raise the level of gift support for any institution. Of course, high policy decisions by the president and trustees are involved in substantial moves in this area. But it is the business officer who is in the key position for leadership.

Since educational fund raising has borrowed from the business world the maxim, "You must spend money to get money," it might be inferred that business officers should be the first to admit its validity. Is this really the case? Admittedly, colleges often find it difficult to find this venture capital in the face of pressing budgetary needs. Yet bear in mind the admonition of Cornelius DeKewiet, president of the University of Rochester, that "institutions must be willing to take risks and to contract debts to meet the oncoming tide of students. Money will be even more necessary than ever before."

And don't be too impatient and expect an immediate return. Despite all the advances of modern medical science, the process of having a baby still takes nine months. Good programs flourish only after organization, cultivation and maturation. If you have invested wisely and well, you will have results, but they will not be immediate. Most of us now are inclined to be impatient. As one philosopher has phrased it: "In the old days, if somebody missed

a stagecoach, he was willing to wait around a couple of days for the next one. Now, we swear if we miss a slot in a revolving door."

Within this broad concept of increased financial support for educational fund raising in institutional budgets is this special plea to business officers to realize that the salaries of good fund raisers often must break through the faculty sound barrier. It is perhaps not morally right that this should be so. For the heart and core of any institution is its faculty, and material rewards for teachers should be commensurate. Yet it is a fact of life that good fund raisers have greater mobility and more outlets for their talents than have teachers at the present time. Institutions will not be able to attract or hold competent men and women unless and until the faculty scale is abandoned as the basis for determining their compensation.

In conducting fund raising programs involving alumni and parents on even a modest scale, bear in mind that the office concerned must go in the direct mail business. That calls for a fair amount of office equipment if the job is to be done right or if precious dollars and time are not to be wasted needlessly by antiquated methods.

Three years ago the American Alumni Council conducted a survey among its members on office machinery and equipment. The results were discouraging. Nearly half the alumni offices did not possess a single one of the following: postage meter, punched card records system, posting machine, dictating equipment, folding machine,

ERNEST T. STEWART Jr.
Executive Secretary
American Alumni Council

or collating equipment. Business officers recognize the value of posting machines in particular; still only nine out of 357 alumni offices had them. There are many other needs: reliable addressing equipment with selectors, adding machines, duplicating machines, mail scales and mail openers, tying machines, rapid filing and recording systems, and automatic typewriters.

This is a plea to business officers to bear in mind also that educational fund raising, if it is to compete successfully for philanthropic support, must work toward personalizing the solicitation efforts to the maximum extent. Personal solicitation is invariably more expensive, but the results almost always justify the costs involved.

In summary, let me quote the observation of one expert in the field who feels that perhaps the greatest weakness in present-day fund raising for higher education is found "in the reluctance of college administrators to pay the cost of good development work — either in salaries commensurate to the knowledge, training and effort required or in the materials and tools to work with."

The business officer's concern with educational fund raising should not stop there. This is a plea to offer your services and wholehearted cooperation to the development directors in preparing the institution's case for support. An effective presentation of needs and opportunities, short-term and long-range, clearly spelled out in order of magnitude and order of necessity, is a requisite for any program. Who is in a better position to help in prepar-

From a paper presented at the Central Association of College and University Business Officers, Notre Dame, Ind., May 1956.

ing these blueprints than the business officer?

Also, who is better equipped by training and experience to help the development officer in presenting to his potential donors clear and accurate information on trusts, securities and tax laws governing their gifts? Don't let your fund raisers overlook the opportunities available in this area.

This is a plea also to business officers to extend full cooperation in preparing informative, attractive and readable reports of the financial state of their institutions, reports that can be distributed to alumni and other potential donors, and that will help inspire confidence in the sound financial management of the institution.

The significance of this help is underscored in this comment from James E. Armstrong of Notre Dame, who writes: "Today, with alumni interest intensified and alumni being effectively and properly utilized as field agents among friends and corporations, one of the most important factors, in both direct thoughtful giving and in indirect solicited giving, is that the alumnus must be thoroughly informed of the financial structure of his institution. This does not mean itemized accounting. It does mean a clarification of the major sources of income and the major channels of expenditure, with a convincing and graphic story of urgent need. Whether this need is for bridging a gap between income and expenditure, for emergency, or for items of progress, a direct and simple story fortified by adequate figures is imperative. You can have alumni faith without explanation. But alumni work requires facts!"

Certainly business officers can find satisfaction in the recent statement by Henry M. Wriston that he believes our largest universities and colleges, mainly those with multimillion dollar budgets, are, if anything, better managed, dollar for dollar, than most business concerns having sales volumes equal to those budgets. While expressing the hope that this is indeed so, John A. Pollard of the Council for Financial Aid to Education sounds the warning note that "many businessmen think otherwise."

Since many colleges do not see fit to make a public disclosure of their financial affairs, often there is little chance to refute such beliefs. "Since financial support for education is a two-way street, those who ask must, obviously, also account," Mr. Pollard ob-

serves. "Is it more blessed to receive than to 'give'? The colleges cannot merely say, 'We need money.' They must make public reports of their stewardship of present resources. And they must have clear plans for the use of additional resources for the future which they seek."

This is a plea to business officers also to work with the fund raisers in developing the best possible technics for acknowledging gifts — quickly, effectively, graciously. Acknowledgments should receive a high priority. No giver should ever have cause to feel that his gift was not received or was not appreciated. The fund raiser and the president may be responsible for writing the official letters of thanks, but why don't you as the business officer add a note of appreciation as well for any gift of significance. Saying thank you more than once never hurts a bit. It could be the means of changing a token gift one year into a substantial contribution the next.

INTRIGUING SUGGESTION

This is a plea also to business officers of privately supported colleges to give serious consideration to an intriguing suggestion recently advanced by Harold Seymour. Submitted by him to the institutions he counsels, his recommendation is based on the fact that one of the major arguments used with alumni and parents in annual giving is that costs of education exceed tuition fees. It is his belief that it would be "good public relations (and also sound cultivation for later fund raising) to interpret the tuition fee problem from the very beginning" and to include in catalogs and literature furnished applicants for admission some such statement as this: "The cost of instruction per student is approximately X dollars. Thanks, however, to gifts of the past now operating as endowment funds, and to gifts from parents and alumni applicable to the current budget, the present tuition fee is only Y dollars." He recommends that tuition statements should similarly reflect the fee as a net figure: cost of instruction, less income from past and present contributors, equals net tuition fee.

Putting these recommendations into effect would probably be a top policy decision in most institutions. But who is better prepared to take leadership in suggesting it, and who is in a better position to furnish the necessary data, than the business officer? It is too early yet for us to have received any

reactions to this proposal, but I for one think it would be highly effective and well worth a try.

Finally, this is a plea to business officers to do what they can to ensure a higher response to surveys in educational fund raising that are really valuable. Everyone has his own ideas on that, of course; and in many cases the questionnaire form may never be forwarded to the business officer by the president, development director, alumni fund raiser or other administrative officer who received it. It seems safe to assume, however, that in most cases the business officer makes the decision on having his institution represented in such surveys.

Useful as they are, the two major surveys of the Council for Financial Aid to Education cited would have been far more valuable — and would have required far less projection and extrapolation — if more had returned the forms than the 753 out of 1350 in 1954 and the 748 out of 1350 in 1955. In his speech to the Eastern Association of College and University Business Officers, Dr. Wilson M. Compton expressed his deep regret at the number of colleges and universities "which for one reason or another are either unable or unwilling to answer even the most ordinary questions." If they have good management, he notes, they wish to keep it a secret. If they have a financial statement, they wish to keep that a secret also, no doubt on the ground that their finances and management are nobody else's business.

Admitting that this is technically true, Dr. Compton recalled the great change that has taken place in corporation attitudes toward financial statements. No longer do business leaders say, "The financial statements of this company are none of the stockholders' — and certainly not the public's — business." Instead we find elaborate brochures and readable reports designed to keep the stockholders and public well informed. The colleges might well profit by the example.

John Pollard is, in fact, so disturbed about this matter that he classifies it as a particular financial problem of higher education. "What is to be done for, or about," he asks, "the 45 per cent of America's degree granting colleges, universities and specialized schools that decline to help themselves by furnishing to a disinterested group like the C.F.A.E. financial information desired by business concerns as a help in creating aid-to-education programs?"

Temple of the Good Life: The College Union

EARL E. HARPER

Director, Iowa Memorial Union
State University of Iowa, Iowa City

IN HUMAN LIFE AND EXPERIENCE many institutions have come to birth and have grown inevitably and irresistibly because men need them.

The college union, I believe, is one of these. It is an effective instrument of youth's enthusiastic search for a complete, rounded, abundant life. It is in truth—or may be—a temple of the Good Life.

How can we apprehend in detail what is involved in the concept of the college union so that we may find a reasonable ground for organization, administration and operation? I believe we shall find the answer to this fundamentally important question in a consideration of the college union in its relation to—and in its service of—human values.

While there is a difference of opinion among thinkers concerning the number and names of the fundamental values of human life, I think we can state that there are seven and that they are economic, physical, recreational, social, intellectual, esthetic and spiritual. An educated man or woman may be more interested in one field of value than in another, but in his striving for cultural breadth and stature he will aspire to develop some response to each and all of the seven.

There is no more natural place or stimulating environment available at the most impressionable period of life to be drawn out and up to a general interest in all true values of life and learning than is to be found in the college union.

Let us consider these values:

1. Economic. All education should help us learn how to earn, save and spend money wisely. It should motivate young people to be more concerned about how much their work and

service is *worth* than how much of this world's goods they can *get*. If any individual is of real use to his fellows he will receive without grudging on the part of anybody the wherewithal to feed and clothe himself and his family, to obtain shelter, and to provide for days of sickness and ultimate retirement.

2. Physical. In terms of physical values, good education leads not only to thoughtful regard for health, a sound physical constitution, and a clean blood stream, but likewise to a realization that man does not *have* a soul, but *is* a soul, and *has* a body. The human body is a machine that should obey the dictates of the spirit, the essential self. One can rise above physical frailty and transcend a crippled body by reason of the dominance of the human spirit over the machinery it uses. But both because we would function as

efficiently as we can today and because we would hand down a clean physical inheritance to our children tomorrow, we will be thoughtful and self-disciplined in everything that has to do with our physical well-being.

3. Recreational. Recreational values provide a natural field of interest in the union movement. We should play because it is fun to play, because the zest for vigorous enjoyment of life and laughter is a divine endowment of every normal human being. I like to think of the union as a place where every student can come not only confident that he *can* have a good time but that he *will* have a good time.

We do achieve certain by-products from recreation that are of tremendous consequence. For one thing, we learn to discipline ourselves to earn through work the right and the time to play. For another, mental cobwebs are swept

There is no better place than a college union for young people of all races, religions, social inheritances, and politics to come together in true fellowship.



Abstracted from address given at the dedication of the Wartburg College Memorial Union, Waverly, Iowa.

from the brain, the human spirit is re-energized, the personality is re-invigorated, and we go back to our work in study, library and laboratory better fitted to cope with all of the tasks and problems that meet us there.

More than many of us realize, sanity and emotional balance depend upon the regular opportunity to turn from toil and care to re-creative frolic, fun and laughter.

4. Social. Social values, like the recreational, find a natural habitat in the union environment. Sometimes I fear our friends may think that the social program, in a rather restricted and superficial sense, is the be-all and end-all of union planning and action. But even though we run the risk of becoming preoccupied with social activities, this part of our program is inspiring, tremendously rewarding, and more far-reaching than we may realize.

We live in a world divided economically, racially, religiously, politically, and in many other ways. If our world is ever to become a place in which we may safely live and confidently pursue our cultural destiny, we must learn to disagree agreeably, to compete, contend and debate, and yet be respectful and affectionate friends and neighbors across every dividing line.

I know no better place than the college union for young men and women of all nations, races, religions, social inheritances, and politics to come together in true fellowship. Perhaps they will dance, drink coffee or cokes, watch television or the movies, hear good music, look at beautiful works of art, read the books in the library, or just talk. The important thing is they do these things together in fellowship. At times they will discuss the varying philosophies of life in which they believe. But a discussion among friends trying to understand and appreciate one another is different from, and I believe better than, a partisan rally or a formal debate.

When the social program of the union is founded upon a concept of social fellowship, it will have integrity it may otherwise miss.

5. Intellectual. The university or college has other agencies than the union to provide leadership and inspiration in the quest for intellectual values. But the union also has its place in this ultimate educational endeavor.

The union program of intellectual development is informal. The real test of intellect is the way a mind functions when it is geared to a problem. We

need minds that will function dependably and effectively when confronted by problems that have not been analyzed in any textbook or solved in any classroom lecture.

Staff leaders and students have many interesting, sometimes difficult and perplexing, occasionally frustrating, problems that demand the strain and sweat of hard thinking in order to solve them as they go about their task of organizing, administering, financing, promoting, and "selling" a college union. The mind is a kind of mental muscle that grows when it is exercised. One of the important things about problem solving in a union situation is that the problems we deal with are identified with our personal life, interest and experience. They are not imaginary problems introduced to the student by formal assignment.

NATURAL LEVEL OF CONVERSATION

We also must consider the natural level of conversation in a college union. I have in mind, first, that youths in the union are selected young men and women of college caliber (or they wouldn't be there!) interested in self-improvement (or they wouldn't stay there!). Second, I have in mind that they are in an environment in any college union that has many things to encourage conversation that is at least a cut or two above any mine-run average. Then too, in a college union students have easy and informal association with administrative officials, faculty members, visiting lecturers, and concert artists, government officials, and, last but very important, fathers, mothers, brothers, sisters and friends.

Just one specific subject of conversation that I have heard discussed many times in the union where I am at work is travel. Our young people in college are traveling all over the known world in vacation time, or with athletic and debate teams or in any one of dozens of ways. Their talk often is interesting and fascinating and almost always informative and evaluative. Social ideals, political concepts, the latest play presented in the university or college theater, the last concert by the college band, orchestra or chorus, last Sunday's sermons in the local churches—these and a thousand other topics are discussed, criticized and evaluated in college union conversation.

6. Esthetic. The union is a natural home of esthetic values and an effective center of esthetic experience. I have found that young people are in-

terested and happy to find ways and means of bringing worthy examples of painting and sculpture into their union. They are proud when concerts of outstanding merit, whether in the classical or popular vein, draw throngs of people to their union. They are delighted when noted representatives of the stage present dramatic productions that hold a great audience spellbound as did the National Drama Quartet in its presentation of George Bernard Shaw's "Don Juan in Hell." They approve the ideal that whatever else may be true of a college union it ought to be beautiful. They take a great interest in architecture, interior design and decoration, and in furniture and furnishings that bring beauty into their experience.

This is good. Every man or woman born into this world with normal endowments is responsive to line, color or sound. This means that he or she needs only guided and counseled experience to become genuinely responsive to architecture, music, drama, painting, sculpture, poetry and the dance.

7. Spiritual. Transcendent, but permeating all other values, is the supreme area of spiritual values.

Whether we are creedal in our college union may depend upon the conditions and circumstances under which we are organized, but certainly we are going to be religious. If we fail at this point it may *cause*, or at least *signify*, failure at many points.

Man at his spiritual best is convinced the world in which he lives and makes history and the universe of which the world is a part were conceived and are guided by a creative and regnant intelligence.

Through a concept of direct personal relationship to this creative and regnant mind, through the experience of the incarnation of that mind in human life, and through faith in the ultimate outworking of divine purpose in human history, men have repeatedly found the mainspring for heroic and sacrificial life and service.

The Good Life is rich with meaning, exciting in inspiration, beautiful in contemplation. Every man and woman can spend all the years he or she is going to live trying to realize a little of each of these seven values in their own lives. If the college union can and will help people to this end during their college days, giving them direction and impetus for the rest of their lives, they always will be thankful and bless its name.

We have accepted them, so let's improve our

Planning for Married Students

RUTH N. DONNELLY

Housing Supervisor, University of California, Berkeley

I AM A GARDENER, WHO, BY ACCIDENT, became a specialist in growing geraniums in pots. And I don't mean pelargoniums; I mean the common—or garden—variety of geranium. It came about this way:

I admired some special geraniums a friend had; she potted some for me. I put them on the terrace and watered them from time to time. Then another friend gave me some geraniums in pots; she was moving and didn't know what to do with them. By now I had quite a few geraniums. Then friends began to give me slips of their favorite geraniums, which I had to pot. Then one Sunday when I went out to cultivate and water the geraniums I discovered that I had so many of them that I was, and have been ever since, in the business of growing geraniums!

I have a feeling that all over the United States there are business officers and housing officers who have found themselves just as accidentally and surprisingly involved in becoming specialists in the problems of married students, without quite understanding what has happened! Perhaps we can understand it better if we look back a little, and then count our married students as I counted my pots of geraniums.

If you think back over the last 25 or 30 years, you realize that there always have been some students who were married. Most of these were graduate students, who were in professional courses. I was one myself, briefly, be-

cause I got married in the middle of a year of graduate work. I certainly didn't think of myself as a married student, and I didn't even change my name on the university records, until years later when I was a university employee who wanted to take a graduate course!

We have always had a few older undergraduates who were married, but they were few in number and made little, if any, dent on the total student group. Furthermore, most of them thought of themselves as married persons who, for one reason or another, were students.

The *married student* came to us as a result of the G.I. bill for the World

Air view showing, in the foreground, Albany Village. Beyond the trees are the new buildings, bought from the government, which have just been rehabilitated.





Interior of one of the apartments in Albany Village at the University of California in Berkeley, which has housed married students and their families for years.

War II veteran. All institutions of higher education got temporary buildings for classrooms and offices, and temporary housing units from the government (which it was hoped would hold together for as long as the veteran stayed in college) and prepared for the temporary influx of the married veteran. Arthur Adams, president of the American Council on Education, has a series of stories of those first days after World War II when he was provost at Cornell. Married veterans were moved into hastily assembled war housing before it was ready, and before the streets were paved, in a rainstorm. The first disaster occurred when the pipes froze, and the second disaster, when the diaper service in Ithaca went out of business! But, he says, we all thought we could surely live through this (and we hoped the students could) because it wouldn't last long.

Something went wrong with our crystal gazing, for the veterans got their educations and went away, but the married students didn't! All of us who kept statistics on students began to realize that, when the veterans left, the percentage of married students dropped slightly, but that was all. And before we recovered from that surprise, the percentage of married students began to increase again, and that's where we are today!

At the University of California, Berkeley, we have made a 10 per cent random sample survey of residence (and incidentally computed percentages of married students) since 1947. In order to demonstrate this trend in figures, I took the fall of 1948, the fall of 1952, and the fall of 1955 and compared them. In the fall of 1948 we had 23,145 students, of whom 10,872 were veterans; 27 per cent of the students were married. In the fall of 1952, with 16,136 students, only 2105 of whom were veterans, 20.7 per cent of them were married. In the fall of 1955, we had 17,199 students, of whom 3621 were veterans, and 22.7 per cent were married. That figure for the fall of 1952 shows the lowest percentage for married students in the last eight years, and then 20.7 per cent of our student group was married! It is, indeed, time that we began to plan for the married students' future in higher education.

But where do we begin to plan, and what facts shall we consider? When we thought of the married student as a veteran, we planned for him as a temporary influence on higher education. If, in the future, at least 20 to 25 per cent (and maybe more!) of our students are married, what effect will it have on our universities and colleges? By the way, I do not claim to be an expert on married students, even

though I see and attempt to help many of them each year. One of the good things is that there are, as yet, no experts on married students. Everyone is still listening, fumbling, experimenting, and trying to learn what new problems the married students present and how we should attempt to solve them. I have no doubt that some day we shall have experts who will tell us what to do, but now we can just take the facts we have, and try to make something of them ourselves.

Now that I have carefully stated that I am not an expert on married students I shall mention the problems I think the married students present and some of the plans I think we might make.

The facts are: (1) Not all of our married students are graduate students; (2) the reasons a married student has for coming to college are similar, if not identical, to those of the single student; (3) married students need housing as urgently as single students.

The problems are: (1) The married student has financial problems often even greater than those of the single student; (2) the married student usually does not have time for participation in normal undergraduate student affairs; (3) married students have children (I use the plural advisedly); (4) the housing for married students cannot

be administered as we do residence halls for single students.

The first important fact is that not all of our married students are graduate students. On our campus in the fall of 1955, 46.6 per cent of our graduate students and 15.4 per cent of the undergraduates were married. That means that 2069 of the 13,032 undergraduates were married. This is a sizable group and can and should make a difference in our over-all planning for undergraduate students.

What are their reasons for coming to our institutions? Well, for many of the same reasons the single person has: (1) the economic pressure to have a degree from college; (2) the social pressure to have a degree; (3) the honest desire to get an education.

The married student has some advantages the single student does not have. There is no social stigma attached to being married and also in college. If anything, we have gone to

the other extreme and surrounded the married student with a kind of glamour (in the minds of the single student). For some time now there has been no loss of social prestige in going to college and working to support yourself, married or single; the married male student has the added potential advantage of a wife who can work, always when the couple has no children (43 per cent of our married students have no children) and sometimes when they do have children! In fact, we have Dames Clubs on some of our campuses that annually award P.H.C. (Putting Husband Through College) degrees to their working wife members!

In "We Sweat Out Our Campus Marriage" by Jeanne Keeler Beatty in a recent issue of the *Saturday Evening Post*, Mrs. Beatty says with great clarity and admirable brevity the things her contemporaries say to me in my office, less lucidly and at greater length. And why are they living in what she de-

scribes as "the basement of the ivory tower"?

Mrs. Beatty says: "What makes our existence attractive and meaningful? We are sometimes asked this question by those who think that living at a subsistence level must have mysterious spiritual rewards. But I have found nothing in a life of deprivation to make it worth while, in itself. No, this present existence is only a means to an end. My husband wants to teach at the university level: 'to put some questions in students' minds,' he says—and to him this will make a satisfying life. Since the goal seems worth while to us, the years of attaining it are well spent. . . . No, we are not eccentrics. We're just aiming toward what we want out of life. Like everyone else."

The third important fact is that the married student needs housing just as urgently as the single student does. I believe in university operated residence halls. I also believe in university op-

One of the units in Albany Village, which houses 124 families in one-bedroom apartments.



erated housing for married students. There are housing officers who have fought stoutly for years for residence halls for single students, who are equally vigorous in insisting that we should take no responsibility for housing married students. But I am not one of those; I believe that institutions of higher education should accept the married student as a part of the student body, and, having done that, should accept some responsibility for housing him.

The facts and figures would indicate that most forward-looking institutions have accepted the married student and are preparing to house him. In November 1955, Robert Jones, at the University of Arkansas, prepared a survey of 15 institutions that were building or renovating apartments for married students. His survey included sizes of apartments, total square feet, costs, types of construction, and so forth. It covered approximately 3000 apartments either built or being built by the 15 institutions, at a cost ranging from \$6000 to \$12,000 a unit, depending in part on the size of the apartment. The square feet per unit varied from 400 to more than 600. Most of the institutions were no longer building apartments without bedrooms; some were building half one-bedroom and half two-bedroom apartments.

FINANCIAL PROBLEM

These are the facts I chose to consider, and what of the problems? I can speak only in general terms of the financial problems (which I mentioned as the No. 1 problem) of the married students, based on my impressions and on conversations with loan officers in the dean of students' office, for we do not have accurate data. It is, however, our general impression that a high percentage of the married students, at least 75 per cent, do not have help from their parents. Those who are veterans have government checks for a specified period of years; the rest of them work (sometimes both husband and wife work), and a few get scholarships and fellowships or serve as teaching assistants.

Sometimes the male student takes a semester off while his wife gets a teacher's credential or goes to secretarial school. Then she works while he goes to school! We have at least one case on record where the two students borrowed money so that they could hire a baby sitter while the wife completed her professional curriculum.

(For the benefit of business officers, I hasten to say the loan is in good standing!) This is a problem we must consider as one that we need to be aware of, whether we can find a solution or not.

My personal opinion on the second problem—that married students usually do not have time for participation in the so-called normal student life, which involves student activities—is that instead of regretting it, we should accept it and, perhaps, even come to be happy about it! After all, there still will be 75 per cent of our undergraduate body eager and willing to edit the student paper, to get elected president of the student body, and so forth. Marriage does not seem to deter our athletes from participating in the several sports, or to keep the nonathletes, who can afford it, from watching the sports!

No discussion of married students could avoid at least a mention of their children. Our figures show that 57 per cent of our married students have children. In our present Albany Village, which houses 124 families in one-bedroom apartments, we have a total population of 339 persons. In addition to the 124 students, there are 124 wives and 91 children. In our 1955 fall semester survey of the number of children per family we found a few with families of four and six children!

Housing for married students cannot be administered as we do residence halls for single students, but I'm not sure it is a problem. In the early veteran married student villages in many institutions, they had mayors or presidents, and city councils or executive committees, and courts or judicial committees, and all the other trappings of undergraduate student government. My personal opinion is that we will do our institutions and the married students a great disservice if we ask them to pattern their lives after the traditional college residence hall program. We should try to help them to live fairly normal family lives, even though they are students. And we can do this only by leaving them alone as much as possible.

In our Albany Village we have followed this policy. Last spring, the university negotiated the purchase of 420 more apartments which were being abandoned by the federal government and the navy. We plan to rehabilitate these temporary war housing units at a total cost of more than \$300,000. (For these additional apartments we know

we have a need; we had more than 500 couples on our waiting list before we acquired the additional units; in the five days following the announcement of the purchase, 165 more families signed up hopefully.) Why do they want to live in the village? Because the apartments are cheaper than accommodations in town? That's one of the reasons, but it's not the only one.

I've asked questions of our present and our former village residents, some of whom are now officers of the university. These are the reasons: (1) They found that living in the village was a great morale builder. "You discover that your problems are not unique." (2) They can study better in a place where the others are students. (3) Their wives and children are happier—the children have other children to play with whose fathers are students; the wives have other wives of students with whom to discuss their problems.

LEADS NORMAL MARRIED LIFE

Each of them stressed the fact that here a student could live a normal family life in a community of students. These students take great pride in their apartments; they paint and decorate them; they buy old furniture and refinish it; they manage to make each apartment look different from the others. And they have amazingly few quarrels with their neighbors, with whom they live so closely. We see them when they have problems, or when they want to talk to us, but we try to leave them alone as much as possible to live as families.

I believe that in planning for the married students' future in higher education, we should assume that the married student has some problems in common with the single student, doesn't have some of the problems of the single student, and has some problems peculiar to his marital status. But we shall find that the married student has a real contribution to make to our institutions of higher education if we will encourage and help him to do so.

If we believe that higher education is a good thing (and who are we to deny it?), and if we also believe that marriage is a good thing (and think how shocked people would be if we denied that!), why should we be fearful that the two won't mix?

From a paper presented at the meeting of the Western Association of College and University Business Officers, San Francisco, May 1956.



Old College Hall

ARE YOU WELL INSURED? DO YOU have an up-to-date inventory of all your contents? Are you familiar with building replacement costs and the present insurable values of your various structures?

These were just academic questions to me until the main building of Dakota Wesleyan University burned to the ground last year. Adequate insurance coverage then became a matter of life or death for our school. If you cannot answer all of the foregoing questions in the affirmative, you had better read the rest of this article.

Dakota Wesleyan, a four-year accredited liberal arts college, was founded by South Dakota Methodists in 1885. It has an enrollment of less than 500. It has students from many states and several foreign countries, but its chief area of service is its home region of Mitchell and central South Dakota.

Our college is like nearly all small church colleges that depend so much upon gifts to balance their current operating budgets and all too often we find ourselves "penny-wise and pound-foolish" in managing certain items of expense which, at the time, seem easiest to do without, such as an adequate insurance program.

But, if fire strikes your campus, inadequate insurance may be a death blow and your public will never understand why proper insurance coverage was not carried, even though finances were tight.

It was Lincoln's Birthday, Feb. 12, 1955—a normal winter day, 2 degrees below zero, windy with clear sky and bright sun. Since it was Saturday, there were no classes. Members of the administrative personnel had gone home and were just sitting down for lunch when the fire whistle blew. Little did we realize College Hall, housing our library, administrative offices, student center, and some classrooms, was on fire. We still could not believe it after we were called to the scene and saw the smoke billowing from the windows.

During the course of the spectacular fire, which hundreds of townspeople came to view, there were many whispers that this would cause the college to close because we just could not afford to replace our fine library and build another building. They would have been right, except for the fact that since 1946 we had been developing our insurance program by reevaluating our buildings, taking inventories, and

Fire destroyed College Hall at Dakota Wesleyan, but it rose again, thanks to far-sighted insurance program

GORDON S. ROLLINS
*Business Manager, Dakota Wesleyan University
Mitchell, S.D.*

weighing risks to guard against just such a situation as this.

A few of the old-timers remembered when the college had a similar fire in 1888, and how the \$5000 insurance then helped to rebuild old College Hall—the one now in flames—67 years later. But, they also knew that insurance in amounts like that would not help much in 1955.

Even when we were doing it, little did we realize how important it was to be that we go over our insurance program at least once a year. Since all the decisions were made by committees meeting only twice or four times a year, it was necessary to remind them at every meeting of our inventories, individual building evaluations, their age and chance of fire hazard, and amount of insurance presently carried. If we had failed to do this, we would not have been able to do what seemed impossible when disaster struck us on that Lincoln's Birthday.

A small church college, with limited endowment funds, cannot always afford to have all the insurance that is allowed. Perhaps it has more than can be paid for at times, when the gifts do not come in, but if and when disaster strikes an adequate insurance



New College Hall, Dakota Wesleyan University, Mitchell, S.D.

program can mean the difference between immediate building and equipment replacement and having to put it off indefinitely, perhaps altogether.

The accompanying table shows our insurance coverage since 1946, at three-year intervals.

Our aim was to bring all of our buildings under as much coverage as possible and still be able to pay for the coverage. In order to do this, we gradually purchased some additional insurance each year, spreading our premium dates out over the budget year as much as possible.

In nearly all cases, we purchased a three-year policy. The five-year rate is a little more favorable and we are gradually switching over. When the fire occurred, we had 60 policies spread out in 28 different insurance companies, through 14 agents. For recommendations and advice, we use the services of a local insurance agent with many years of experience.

As soon as our budget permitted us to purchase the needed insurance, we switched over to the 80 per cent co-insurance plan, thereby reducing the

premiums somewhat. This also acted as a further stimulant to have the buildings appraised more regularly and to keep better coverage.

From the table it can be seen that in 1946 College Hall had \$64,200 fire and extended coverage insurance and \$10,000 on contents, totaling \$74,200. By using a Building Construction Comparative Cost Chart and taking inventories, we built our insurance program up on this building to \$130,000 by 1955 and the contents to \$65,000, for a total of \$195,000, or more than two and a half times the coverage we had in 1946. Our entire insurance program increased from \$309,600 in 1946 to \$691,150 in 1955.

Because we had an insurance program when it was needed, we were able to start immediate plans for the replacement of College Hall.

Of course, the insurance was not anywhere near enough to replace the lost facilities or to provide for necessary future expansion. Plans were begun immediately for a building fund drive. But the insurance money provided the immediate cash necessary to

meet expenses and provide a start for the new building until building fund gifts began coming in.

The fire occurred on February 12. The following week we were laying plans for a building campaign and starting to develop ideas for the new building. Ground was broken by August 12, and on April 20, 1956, the last brick was laid on the exterior. A wonderful new building was completed and ready for occupancy in less than 18 months after the fire.

In order to come up with what we think to be the finest dual purpose building in this part of the nation, the five members of the building committee made seven trips to Midwest colleges for ideas. The best points from all of the buildings visited were incorporated into ours.

New College Hall cost \$414,585, including architect's fee, builders' risk, liability and performance bonds. It has 32,889 square feet, 50 per cent more space than the old building. (The cost was about \$12.60 per square foot.) It is 100 per cent fireproof, if there is such a thing. It is constructed entirely of bricks, aggregate blocks, and poured concrete pan joists, with floors of terrazzo and tile over concrete. The roof is gypsum and is covered with asphalt and gravel, except for the west wing, which is pan-joist concrete so as to permit future expansion on top. In addition to the building costs, approximately \$70,000 was spent for library stacks and library and office equipment.

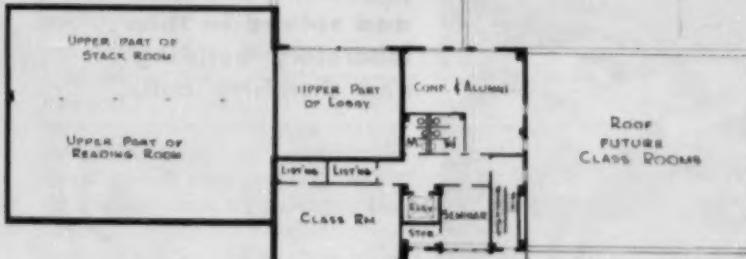
The inspiration for the over-all exterior design came from an article in COLLEGE AND UNIVERSITY BUSINESS

Dakota Wesleyan's Insurance Coverage Since 1946

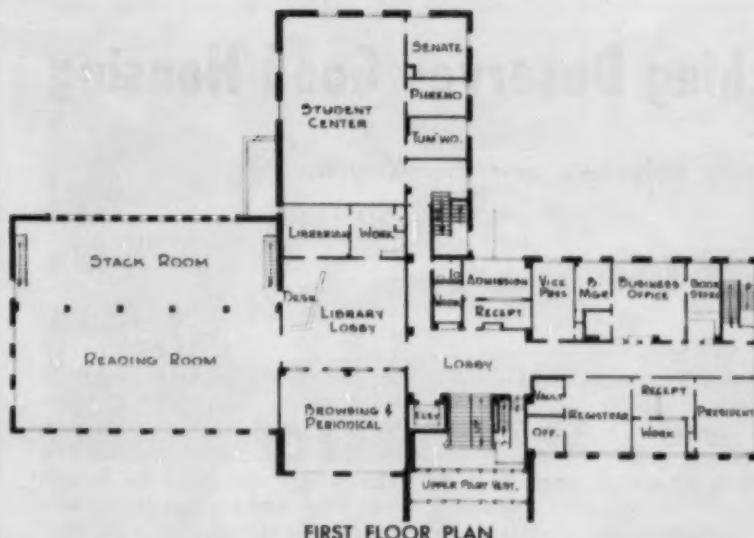
Fire & Expense Coverage	1946	1949	1952	1955
Insurance on:				
College Hall.....	\$ 64,200	\$ 93,600	\$110,000	\$130,000
Contents.....	10,000	30,000	65,000	65,000
Total insurance on College Hall.	\$ 74,200	\$123,600	\$175,000	\$195,000
On all campus bldgs.....	278,600	412,500	475,000	534,000
Contents.....	31,000	100,000	155,150	155,150
Total insurance on all campus bldgs.	\$309,600	\$512,500	\$630,150	\$691,150

The third floor (not illustrated) of the new College Hall has a large "L" shaped alumni room, seminar room, large class-

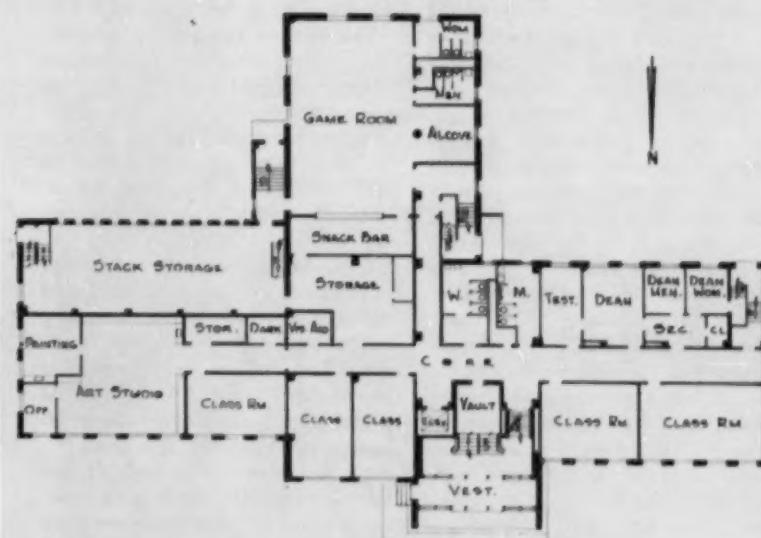
room, and three listening rooms. Fourth and fifth floors are alike, with six faculty offices and a seminar room.



SECOND FLOOR PLAN



FIRST FLOOR PLAN



GROUND FLOOR PLAN

CONSTRUCTION COSTS:

General	\$324,550
Plumbing and heating	38,260
Electrical	19,835
Elevator	9,443
	<hr/>
Architect's fee	19,500
Performance bonds	\$ 2,199
Builders' risk insurance	643
Liability insurance	155
	<hr/>
TOTAL	\$414,585
Library stacks	\$ 22,930
Library, classroom, other equipment	47,070
	<hr/>
GRAND TOTAL	\$484,585

telling of the new administration and classroom building at Luther College and a subsequent visit to that institution in Decorah, Iowa. The credit for the interior belongs largely to President Matthew Smith. The architect was Wm. A. Beuttler of Sioux City, Iowa.

The building is "T" shaped, consisting of three wings. The ground floor, 4 feet below ground level, is 189 feet long. It houses the reserve library, the art department (consisting of three rooms), five classrooms, three rooms for the deans and a set of restrooms.

We also have a large vault built under the main entrance stairway. In the lower portion of the "T" is a snack bar, student recreation center, and another set of restrooms.

The second or main floor houses the administration offices (consisting of 12 rooms), a bookstore in the west wing, the library, library lobby, and browsing room in the east wing. The library office and workroom, along with a student-faculty lounge and three student offices, make up the south wing.

The third floor has a large "L" shaped alumni room, a seminar room, a large classroom, and three listening rooms, as well as a set of restrooms.

The fourth and fifth floors are identical and each has six offices for faculty members and a seminar room.

Since the fire, the plant buildings have been inspected and revalued and we have as much fire insurance as is allowed. We are exploring the idea of a sprinkler system further to safeguard the buildings.

A college such as ours, depending upon gifts for 30 per cent of its current operational budget, is fortunate indeed to be able to build a new building and put on a successful building fund drive within an 18 month period. "Out of Disaster Into A New Day" is the motto of our campaign for \$530,000, which is virtually completed.



Unusual construction problems are met and solved in this laboratory building and chemistry hall.

Good Teaching Deserves Good Housing

and gets it in Mount Holyoke's new chemistry building

OTTO C. KOHLER

Business Manager, Mount Holyoke College, South Hadley, Mass.

ALREADY OUTSTANDING IN ITS INSTRUCTIONAL and research personnel in chemistry, Mount Holyoke College took a great forward stride when it opened the new Newcomb Cleveland lecture hall and chemistry laboratory two years ago.

After two years of operation there are surprisingly few things we would wish to change. The separation of the two stairways in the laboratory wing by 200 feet seems a long way when one is working in the middle of the building, even though the functions of research and instruction are reasonably self-contained on each floor. Additional stairways were initially considered, but omitted for economy reasons.

We have not yet solved the problem of temperature drop when all hood fans are in operation nor the temperature rise when they are simultaneously shut off. Constant temperature and humidity control also present difficulties in the special areas so designed. The solution to these problems will have to be found empirically.

A gift of \$500,000 by Newcomb Cleveland was a financial start for a

building that was to cost \$1,002,000 including architect's fee, site preparation, and laboratory furniture.

The first step in the design was a study coordinated by members of the chemistry department in consultation with architect and buildings and grounds staff. This study described the functions of each unit and the facilities necessary and charted those areas that required direct access or close proximity to the others. Detailed thought went into the statement of requirements for each individual laboratory.

The department study was consolidated into a 10 page pamphlet and served as a basis for the requirements for instructional facilities. The data were turned over to the office of Douglas Orr, architects, New Haven, Conn., and plan development began. The site was fairly determined by the desire to keep chemistry in close proximity to other buildings in the science group and the necessity of providing lecture rooms for the physics department, which had been conducting lectures in the old chemistry building. Therefore, it appeared reasonable to

attach the lecture section to the physics building (constructed in 1932), thereby providing lecture rooms for both chemistry and physics in one unit. This section also could be isolated from both chemistry and physics with a separate entrance so as to be available for other college activities.

The location presented a construction problem since the old chemistry building occupied a part of the site selected for the new one, and it was necessary to proceed so that a large part of the new construction could be carried on without disturbing the existing structure during the academic year.

With the site established, the space requirements defined, and the spatial relationship in mind, the next step was the exploration of the soil conditions. Test borings were made, and the soil conditions found are described by Dr. John C. Haff, chairman of the department of geology, as follows:

"At and near the surface of the ground, which here stands at an elevation of about 235 feet above sea level, are from 6 to 8 feet of discolored,

yellowish-brown, friable, porous lacustrine sand and gravel. Beneath this are 15 to 20 feet of dark gray to brown, finely laminated and contorted clay and silty clay. These thin alternating beds, averaging $\frac{1}{2}$ to $\frac{3}{4}$ inch in thickness, are called 'varves.'

"Beneath the varved clays is a tough, reddish brown 'hardpan' or boulder clay of variable thickness. This hardpan lies directly on bedrock."

In order to reach this hardpan, caissons and piles were considered. After further study the use of piles was discarded as being too dangerous to install in such close proximity to the 60 year old chemistry building. This old building was supported on spread footings that had taken their initial

settlement and the excavation for the new building was some 8 feet below the bottom of the spread footings and only 6 feet away horizontally. Also, these spread footings had been placed on the "varve clay" base and, in the event of a rainy season, this material could conceivably ooze into the new excavation like tooth paste.

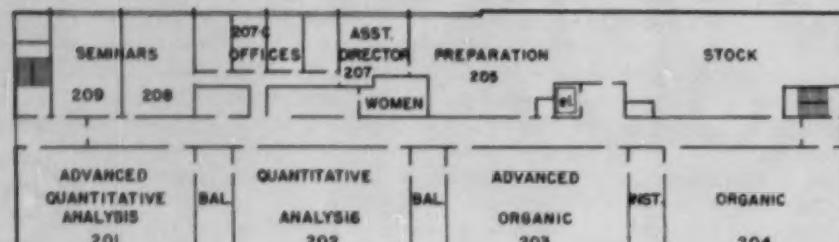
When we determined that the use of caissons was a practical method, we then installed these by a unique method. We used what might be described as an oversize posthole digger, which cut a diameter of 3 feet and was capable of going 30 feet deep. While the machine itself is not new, soil conditions free of large boulders or rocky formations are seldom found at

a construction site. Our soil tests indicated that conditions were good for this method, and 72 caissons were installed ranging from 8 to 19 feet in depth.

While excavation and foundation work were going on, the mechanical engineers and tradesmen were busy relocating utilities. This site was one of the oldest portions of the campus and an accumulation of pipes and wires during the last 118 years criss-crossed the area. A laboratory and museum, demolished by fire in 1917, had once occupied a part of this area, and many services were found that had no relation to any buildings now in use. The old chemistry building had to be kept in use until the new

At the top of the superimposed picture is Mount Holyoke's million dollar chemistry building. Windows are those of the 10 laboratories in the chemistry section. Bottom picture shows an elementary chemistry class in modern laboratory.





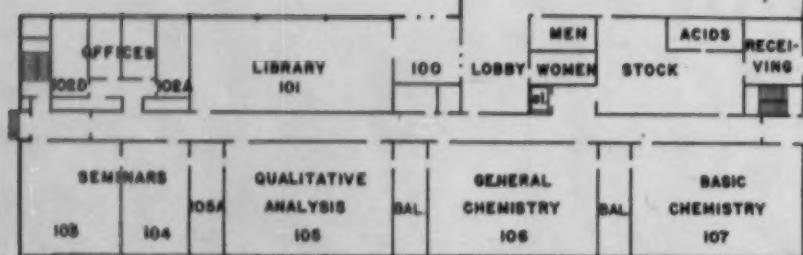
OFFICE OF DOUGLAS ORR
Architects

(BUILT IN 1932)

← SHATTUCK HALL
(Physics Laboratories)

← CLEVELAND HALL

← CHEMISTRY LABORATORY



FIRST FLOOR PLAN



GROUND FLOOR PLAN

laboratory wing could be occupied and temporary connections of water, steam return, gas, compressed air, heat control, telephone, electrical power, storm and sanitary sewer had to be maintained during construction.

The office of Douglas Orr, architects, has prepared the following description of our new building.

Because of site limitations and for budget reasons, every effort was made to contain the required facilities within the minimum space consistent with the most workable relationships between the several areas. Advanced laboratories, seminars and offices occupy the second story of the laboratory wing, while elementary laboratories, library and lecture halls, all of which serve the largest groups of students, occupy the first floor. The ground floor consists of advanced laboratories, faculty research offices, laboratories and shops.

STOCKROOMS ON EACH FLOOR

In the laboratory wing, stockrooms are located on each floor to provide convenient service to the various laboratories. A combination passenger and freight service elevator is adjacent to the stockrooms. Supplies are received at a loading dock at first floor level. Stockrooms are equipped with automatic sprinkler systems for fire protection. Storage facilities for volatile solvents and for hydrogenerator equipment have windows of the blow-out type for protection of the building. Experimental research facilities on the ground floor are located adjacent to a service passage and ventilation shaft to the roof for future installation of piping and ductwork for research in radio-active materials or other specialized fields.

Lecture rooms are arranged in a compact pattern. Reflective ceiling panels of plaster over lecture tables and acoustic absorbing panels on ceilings and rear walls provide for maximum ease in speaking and hearing in these areas. Concrete floors raised in steps throughout the seating area facilitate observation of the demonstration lecture table. Since the lecture rooms are used for a variety of purposes, they have plastered walls and ceilings with paint finish. Corridors in the lecture wing have acoustic tile ceilings to reduce the noise level in these areas of concentrated traffic.

However, the chemistry lecture rooms are designed particularly for chemistry demonstration; both are served by one preparation room. The

physics lecture room is tied directly to the existing physics laboratory through the preparation room. Facilities for an electrical cross connection between lecture and laboratory areas are provided.

The laboratory wing of the building is of full fireproof construction with concrete frame and floors and concrete sidewalls for economy of structure and finish. The lecture wing was more economically framed in steel because of the greater spans involved, with fire protection consisting of fireproof plaster ceilings and masonry dividing walls between areas.

Materials for the entire building were selected with an eye toward maximum economy of both initial cost and maintenance. To this end, the long walls of the laboratory wing are of painted concrete and steel sash. End walls of this wing and walls of the lecture wing are brick-faced to tie in architecturally with the adjacent buildings. Roofs are flat deck construction with built-up roofing to save the extra cost of unusable attic space. Small penthouses on the roofs house the necessary fans for the exhaust and supply air systems and laboratory fume hood exhausts.

INTERIOR FINISH GLAZED TILE

Interior finish throughout the laboratory wing generally is structural glazed facing tile. This material is used for partitions. Standard grade tile was selected. We felt that, in most locations, laboratory equipment would cover a large portion of the wall and that the minor defects in the standard grade tile could be located on the wall side covered by equipment. Careful selection of the material by the contractor resulted in a highly satisfactory installation; minor defects inherent in the materials are essentially unnoticeable in the finished work.

Throughout the building, corridor floors have been finished in vinyl asbestos tile to provide a minimum of maintenance in the heavily traveled areas. Work spaces have concrete floors treated with clear dustproofing compound.

Piping services for laboratory areas are distributed horizontally in the ceiling of the ground floor and vertically to the upper floors through pipe shafts between the major laboratories. Branch lines at the ceilings of the laboratory rooms are grouped near the corridor wall to provide minimum length of run and to be less noticeable visually.

Chemical fume hoods are equipped with stainless metal exhaust ducts run vertically to fans in the roof penthouse where possible. Short horizontal runs of this ductwork have been used when necessary to connect the various laboratories with the penthouse locations. Type 316 stainless steel was selected in order to obtain maximum corrosion resistance, and because ducts of metal require less shaft space than do non-metallic piping systems.

Research laboratories on the ground floor are served mechanically through a pipe service tunnel underneath the laboratory floors. The tunnel location was established to provide pipe access to the general laboratories and also to the combination office-laboratory rooms throughout this floor area.

NO CEILINGS FOR TWO REASONS

Ceilings have been omitted throughout the laboratory wing, both to save the cost of the installation and to provide ready access to piping and duct services. The pipe service tunnel under the ground floor also is directly accessible for maintenance and rearrangement of services. Lighting fixtures in the corridors throw light down against the walls and floor and make the mechanical distribution systems in the corridor ceilings less conspicuous.

In laboratory rooms, unit ventilators at the exterior walls supply tempered air for general ventilation and for makeup of air lost through chemical hood exhaust systems. Simple fin tube radiation along exterior walls provides the remainder of the heating necessary for the building. Laboratory lighting fixtures are of fluorescent type, with louvered frames to provide evenly distributed high level light distribution within the rooms. Experiment showed that "warm white" colored tubes provided the color balance necessary for laboratory purposes.

Lecture rooms are generally lighted with recessed downlights that provide high level lighting on tablet arms for note taking without raising the light level through the room objectionably. Concentrated lighting of the lecture demonstration table and of the instructor's chalkboard focus attention upon these areas. Rheostatic control of ceiling lights provides for low light levels for note taking during periods when the rooms are darkened for slide and film projection.

New laboratory furniture of flush hardwood construction was furnished throughout the bulk of the areas.

**Men at Maine
like pin-up wall
of cork tile and
special desks with
lap drawer**



Every Loyal Maine Man Could Enjoy This New Residence Hall

WILLIAM C. WELLS

Manager, Residence Halls, University of Maine, Orono

THE FOURTH RESIDENCE HALL TO BE built at the University of Maine since World War II was completed in time for the opening of the 1955-56 college year. The four-story structure, housing 248 men, is named Hart Hall in honor of James Norris Hart, former dean. There are 118 double rooms and 12 single rooms.

The total cost, including services, landscaping, walks and furnishings, was \$800,000, amounting to approximately \$3225 per occupant. Half of the cost was appropriated by the Maine legislature in 1953 and the remainder was financed through bank loans payable from the operating income of all the residence halls.

The building has a reinforced concrete foundation, masonry bearing walls, and structural steel frame. Exterior walls are of brick backed with terra cotta. Steps, thresholds, belt course, and trim are of Maine granite. Aluminum sash windows with double sealed glass in center pane and double hung sash on each side provide ample ventilation and light as well as lower maintenance through the elimination of painting. All sash and screens are removable from the inside for cleaning or reglazing. Floor construction consists of bar joists with 2½ inch concrete slabs.

Basement. The large social room in the basement is furnished with chrome metal lounge furniture, molded plastic

chairs, laminated plastic topped card tables, piano and two ping-pong tables. A serving area with sink, cabinets and counter space is available for serving refreshments at social affairs. A pleasant and cheerful atmosphere is obtained through using bright colors for the walls and asphalt tile flooring as well as in the selection of colors for the plastic chairs.

A laundry room equipped with coin operated automatic washers, electric driers, sinks and ironing boards is located adjacent to the social room. Trunk storage, janitor's rooms, utility rooms, and a large storeroom to be used as a canned foods storage area also are located in the basement.



LOUNGE with its paneled plywood walls. Draperies are hung from tracks that extend all around the ceiling, permitting draperies to cover windows or to close off lounge from LOBBY (shown below). The COVER PICTURE shows a student room with its wall of 12 inch squares of cork tile.

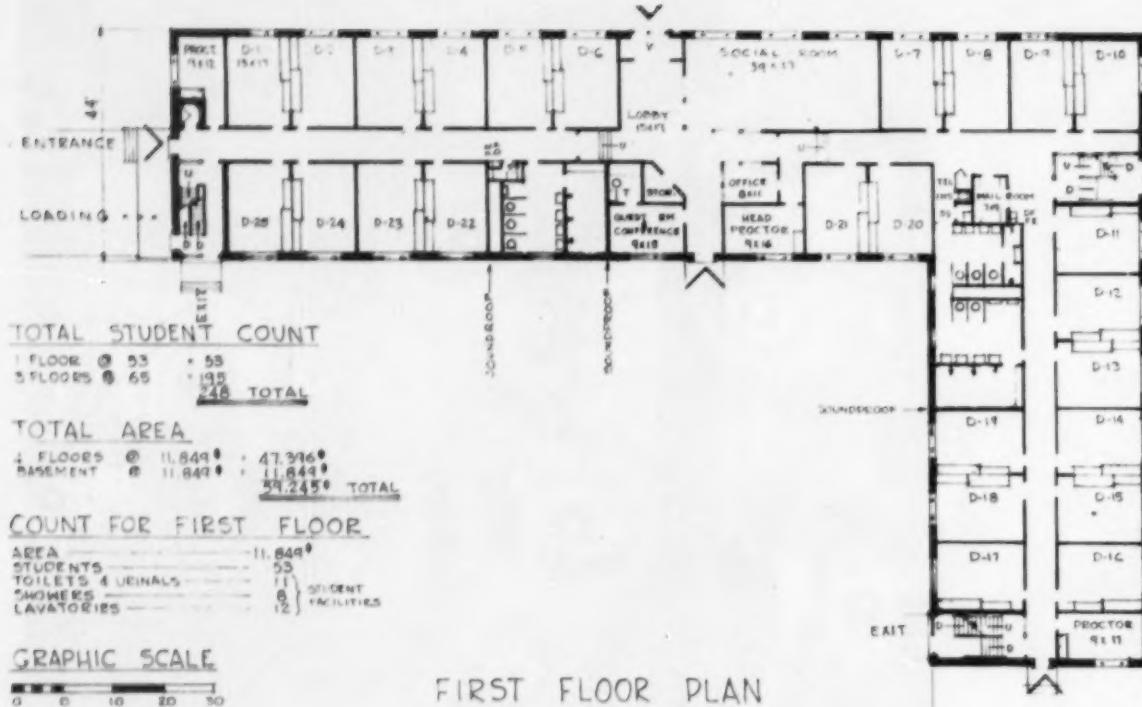


First Floor. In addition to 28 student rooms, the first floor contains the mail room, head proctor's office, lounge, visitors' room, toilet rooms, and lobby. A bulletin board and trophy case are located in the lobby and, since this is the area where traffic is heaviest, the floor is ceramic tile.

Second, Third and Fourth Floors. Thirty-four student rooms, two shower-toilet rooms, and a linen closet comprise each of these three floors.

STUDENT ROOMS

The double rooms are 17 feet 4 inches by 12 feet 10 inches; the single rooms 17 feet 4 inches by 9 feet 2 inches. Wardrobes and dressers are built in to provide a wall between rooms — the 4 foot wide wardrobes have sliding doors, and the four-drawer, 3 foot wide dressers have laminated plastic tops. Full width venetian blinds also are provided. The beds are equipped with 80 inch innerspring mattresses. Asphalt tile in a variety



FIRST FLOOR PLAN

of colors is used on the floors; ceilings are treated with acoustical plaster.

Desks were designed especially for the building by the architect. They are single pedestal with four drawers, including a lap drawer, and have black, square metal legs. A green laminated plastic covers the writing surface. The lounge chair in each room is made of molded plastic in elephant gray.

Built-in wardrobe and dresser



Twelve-inch squares of cork tile cover the wall opposite the built-in furniture and each side of the windows to provide opportunity to pin up banners, pictures and mementos. The remaining wall is covered with a vinylized wall fabric in either yellow, light green, red or blue.

The same vinylized fabric is used in the halls and stairways to dado

height. This material is washable and is resistant to abrasions.

Adequate electric outlets are provided for radios, reading lamps, and razors. Each room has a ceiling fixture and a fluorescent unit over the mirror. Heating is supplied through concealed convectors located under the center windows. Bookcases are installed under the double hung windows.

SHOWER AND TOILET ROOMS

Two toilet, wash and shower rooms are located on each floor. One of them contains individual shower stalls to accommodate women when the building is used for alumni groups, conferences, and so forth. Otherwise, the showers are gang type. Walls of the rooms are ceramic glazed tile to a height of 6 feet. Cement plaster is used above the dado and on the ceiling. Flooring throughout these units is ceramic non-slip tile. All fixtures are wall or ceiling hung to aid in lessening cleaning time.

Other additional conveniences are a freight elevator, a public telephone on each floor, and an intercommunication system for the head proctor and his eight assistants. An incinerator with openings on each floor also is provided.

The architectural firm that designed the residence hall is Alonzo J. Harriman, Inc., Auburn, Maine. Stewart and Williams, Inc., Augusta, Maine, were the general contractors.

Applying Investment Trust Accounting to the Pooled Funds of the College

CHANDLER H. FOSTER

Partner of Harris, Kerr, Forster & Company, Boston

THE SYSTEM OF APPLYING INVESTMENT trust accounting to the pooled funds of the college¹ has been in operation at Dartmouth College for a sufficient period to permit a fair appraisal of its merits and its faults. With permission of Treasurer John F. Meck, I shall review in the following paragraphs the history to date of the operation of the endowment pool of Dartmouth under that system. The change in method of accounting was explained by Mr. Meck² in the following words:

"The associated endowment funds as of June 30, 1952, numbered 559 individual funds. The assets of these funds are combined for purposes of investment in order to permit broad diversification and to facilitate administration. This policy was first adopted in 1885-86, at which time the total number of funds was only 91.

"From 1885-86 to 1930-31 new funds were added to associated endowments at their book value without consideration of the market value of the then existing associated endowment assets. During this period, income was distributed on the basis of the book

values of the associated endowment funds. In the fiscal year ended June 30, 1932, at which time the market value of the associated endowment assets was below their book value, a system was devised by Halsey C. Edgerton, then treasurer, for weighting new funds received after June 30, 1931, on which date the market value of the associated endowment assets and the book value of the associated endowment funds were approximately equal.



"Under this system, income was allotted to new funds on a weighted basis reflecting the relationship between the value of these new funds and the value at market of the existing associated endowment assets at the time the new funds were received. This system was discontinued as of June 30, 1943, with respect to new funds received thereafter, because at that time the market value of the associated endowment assets was again ap-

proximately equal to the book value of the associated endowment funds.

"At June 30, 1952, the market value of the associated endowment assets was 121.3 per cent of their book value. As a result, income allocable to existing funds was being slightly reduced as new funds were admitted to associated endowments because the new funds could not be invested at as favorable a rate of return as existing funds had been invested. Accordingly, an analysis was made of all new funds admitted to associated endowments subsequent to June 30, 1943, on which date the system of weightings had been discontinued. In this analysis, additional weightings giving effect to market values were computed for the period from June 30, 1943, to June 30, 1951, and applied to all funds admitted to associated endowments in the period. Each individual associated endowment fund was then assigned a participation, expressed in shares, in the associated endowment assets.

"These participations reflected weighted values for all funds received since June 30, 1931. Each new fund received during the current fiscal year, moreover, was allocated a participation, expressed in shares, on the basis of the existing associated endowments per share value for the quarterly period

¹Foster, Chandler H.: Investment Trust Accounting Can Easily Be Applied to the Pooled Funds of Colleges, Coll. & Univ. Bus. 13:28 (October) 1952.

²Certificate of Audit in the Financial Report of Dartmouth College, 1951-52.

in which the new fund was received. The effect of these various changes was to place all associated endowment funds received since June 30, 1931, on a basis under which income is distributed through the share system in a manner at least as favorable as if the new funds had been separately invested."

As to the criticism that the system required an undue amount of time to operate, let me quote from a paper presented by Robert D. Funkhouser, controller of Dartmouth, at a meeting of the Eastern Association of College and University Business Officers held in Washington, D.C., in 1953:

"... Its basic principles are simple and easily operated, as we shall soon see. We added no office help when changing to the new method, nor did we find that it put an added burden on any of our staff. A few more calculations are required than with the book value method, but it is possible to do these at convenient times throughout the year."

As to the practical effects upon income distribution, let us look at the actual record at Dartmouth of the price per share for admissions to, or withdrawals from, the pool, as follows:

Quarter ended	
Sept. 30, 1951	\$ 1.13392
Dec. 31, 1951	1.20232
March 31, 1952	1.19769
June 30, 1952	1.23109
Sept. 30, 1952	1.25540
Dec. 31, 1952	1.23764
March 31, 1953	1.28530
June 30, 1953	1.24903
Sept. 30, 1953	1.20059
Dec. 31, 1953	1.19603
March 31, 1954	1.25344
June 30, 1954	1.31778
Sept. 30, 1954	1.38643
Dec. 31, 1954	1.44559
March 31, 1955	1.54684
June 30, 1955	1.56835
Sept. 30, 1955	1.67216

The following table shows how the two different bases affect the distribu-

tion of income on \$1000 received in each of the quarters indicated (calculated on a full year's basis).

DISTRIBUTION OF INCOME ON \$1000 RECEIVED ON BOOK VALUE AND SHARE BASIS

Quarter Ended	Income, Book Basis	Income, Share Basis
Sept. 30, 1954	\$ 58.22	\$ 43.02
Dec. 31, 1954	58.22	41.26
March 31, 1955	58.22	38.56
June 30, 1955	58.22	38.03

This indicates that the older funds benefit income-wise, as they should in an inflationary period.

Three eastern institutions with large endowment pools have followed Dartmouth's lead in applying this system. It is reported that all three are wholeheartedly pleased with the results. In a fourth institution, several of the trustees were convinced of the desirability of the share basis of accounting but some of them did not feel justified in changing to that basis in respect to funds held for many years. That difficulty was compromised by continuing the old funds on the book value basis and opening a new market value pool for all new funds.

RESULTS THE SAME

It should be pointed out that the net result of such a procedure is identical with the result that would have been achieved by converting the old funds to a share basis at any specific date and allotting shares to new funds entering the pool thereafter at their current values based on market.

However, in situations in which a portion of the endowment income is carried to an income stabilization reserve or in which less than the total endowment income is distributed annually to the participating funds (the beneficiaries), it becomes imperative to maintain proper records or to adopt such accounting devices as will permit

the credit to the income of a specific fund when amounts are withdrawn from the reserve to the same extent that the income of that specific fund was penalized when income was set aside as an addition to the reserve. This situation exists whether the pool is maintained on a book value basis or a share basis, and the same solution applies in either case.

The more cumbersome, but completely accurate, method is to maintain a cumulative record of the dollars by which each fund's income was penalized when the additions to the reserve were made and, conversely, to distribute accurately to the *same funds*' income accounts any amounts withdrawn from the stabilization reserve, when utilized.

SAME END RESULT

The same end result may be obtained, on the share basis of accounting, by the following steps:

When a new fund enters the pool, debit that fund's income account and credit the stabilization reserve with the amount per share already in the reserve. That step may be proved by verifying that the per share value of the reserve is an identical dollar amount immediately before and immediately after the entrance of the new fund.

When an old fund leaves the pool, make the contra entries debit the stabilization reserve and credit the income account of the withdrawing fund, after which the proof is carried out as in the case of the entering fund.

It follows, of course, that when a pool with a stabilization fund of significant size is converted from a book value pool to a market value pool, it becomes necessary to analyze the stabilization reserve by funds, redistribute it by shares, and thereafter proceed as suggested.

Utilization of Student Labor

... is a perplexing problem for many administrators as they try to establish adequate student employment policies in a college or university situation. In the December issue, Newell J. Smith of the University of Wisconsin will report on student work policies there.

THE FIRST INSTALLMENT¹ OF THIS article was published in August 1955. In that issue I called your attention to litigation² involving the transfer, by Syracuse University, of its college of medicine to the State University of New York. Because of increasing deficits, the trustees of Syracuse had decided that it was no longer feasible or financially possible to continue the teaching of medicine.

When negotiating for the transfer, the officials of Syracuse were under the impression that some form of affiliation between the two universities would be established. When New York State, after the agreement of transfer was signed, made it clear that it did not desire such an affiliation, certain donors of medical endowments held by Syracuse indicated that they would oppose the transfer of income to the state university. After prolonged litigation, an out-of-court settlement was negotiated in January 1955 whereby the state university agreed that the consent of the donor of each fund should be obtained, if possible, to any transfer of endowment income.

Acting under the terms of this settlement, Syracuse applied to the court for authority to pay the income from its endowment fund established by the will of Francis Hendricks to the state university. In its petition, Syracuse stated that the language of the will manifested a general rather than a specific charitable purpose and that the court, under the doctrine of *cy pres*, should assume that, if the testator could have been consulted, he would have agreed to the proposed modification of the provisions of his will.

HEIRS REJECT ASSUMPTION

The heirs of the testator rejected this assumption. They pointed out that the bequest was for a specific charitable purpose, *i.e.* for the support of "such medical and surgical research as the faculty of said Medical College shall consider most likely to result in the promotion of medical and surgical knowledge of practical benefit. . . ." Since the medical college of Syracuse University was no longer in existence, the heirs insisted that the approval of

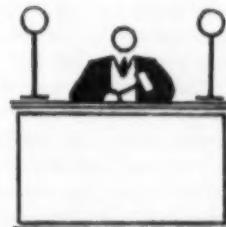
¹Blackwell, T. E.: *Syracuse University and Its College of Medicine, Coll. & Univ. Bus.* 19:40, (August) 1955.

²*State University of New York v. Syracuse University*, 135 N. Y. 2d. 539 (1954). *State University of New York v. Syracuse University*, 137 N. Y. 2d. 916 (1954).

Syracuse University and Its College of Medicine

T. E. BLACKWELL

*Educational Management Consultant
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its faculty could not be obtained for the selection of research projects. Hence the trust could not be administered as intended by the testator and, therefore, the corpus of the endowment should revert to them.

COURT REJECTS HEIRS' CONTENTION

The court, in its opinion,³ rejected the contention of the heirs and ruled that the primary intention of the testator had been to encourage medical research and, only secondarily, to benefit the college of medicine of the University of Syracuse. The petition of Syracuse was "granted to the extent of authorizing the payment of income to State University on behalf of State University Medical Center at Syracuse, to be devoted to such medical and surgical research as has the approval of the trustees of Syracuse University in accordance with the provisions of the testator's will."

The same court reached a contrary result in a more recent case⁴ also involving the endowments of the medical college of Syracuse University. By his will, John L. Heffron had left the sum of \$10,000 to Syracuse, the income to be used for "the support of the College of Medicine of said University."

Pursuant to its agreement with the state, Syracuse University requested the court to make use of its *cy pres*

³*In re Hendrick's will*, 148 N. Y. S. 2d. 245 (Dec. 28, 1955).

⁴*In re Heffron's will*, 150 N. Y. S. 2d. 251 (Feb. 28, 1956).

power to permit it to pay the income of the fund to the State University of New York. The petition was opposed by the executor of the Heffron will on the ground that the language of the will "limits the use of the income from the bequest for the support of the Medical College of Syracuse University, which became nonexistent upon the transfer thereof to State University, resulting in the lapse of the bequest as of that date and a resulting trust in favor of the heirs and next of kin of the testator."

STATES REASONING

The court took judicial notice of the fact that the testator had been a graduate of Syracuse University and that he had served as a member of the faculty of its college of medicine for 25 years and its dean for 15 years. In his opinion, Justice Ringrose stated his reasoning as follows:

"The facts of a historical nature above related demonstrate beyond peradventure that the bequest in controversy was motivated by a deep sense of loyalty, reverence and affection for the College of Medicine of Syracuse University and intended to benefit that institution exclusively."

In awarding the bequest to the heirs and next of kin, the judge made the following observation:

"It is evident, however, from an examination of the applicable case law and statutes that, as yet, the policy of this state has not been declared as vesting in the supreme court jurisdic-

tion to administer every bequest or gift of a charitable nature which fails of the particular purpose for which it was made."

This decision of the New York court is contrary to the weight of opinion in many other jurisdictions. The general rule is stated by an Alabama court:⁵

"Courts of equity look with favor on charitable trusts . . . and will sustain them by the application of the doctrine of equitable approximation (cy pres) if need be."

Unfortunately for charitable trusts in New York, in 1829 the state legislature attempted a codification of the law of uses and trusts, abolishing all except those specifically authorized by statute. At this early date in the history of the state, with little accumulated wealth to give rise to litigation with respect to charity, it is not surprising that those drafting this code failed even to mention the charitable trust. When it was first contended that this early statutory revision impliedly excluded the common law with respect to charitable trusts, the court⁶ refused to entertain such a view "so contrary to the public interest and to the spirit of the age." However, six years later⁷ the court evidently yielded to the persuasive eloquence of counsel for disappointed heirs and held the language of the code too plain and unequivocal to be disregarded.

LEGISLATURE REVISES CODE

In 1893, the failure of the New York courts⁸ to permit the establishment of a charitable trust of some five million dollars, left by Samuel J. Tilden in his will for the support of a free library in New York City, impelled the legislature to revise the code by the adoption of what has become known as the Tilden Act. However, even to this day, the validity of a charitable trust in New York State rests upon the narrow base of statutory phraseology rather than upon the broad foundation of the common law. Consequently, its courts are reluctant to make use of the full powers of the ancient doctrine of *cy pres* in order to preserve a charitable trust from the demands of heirs for reversion.

⁵*Noble v. First National Bank*, 183 So. 393 (1938).

⁶*Shorwell v. Mott*, 2 Sandf. (N.Y.) 56, 51. (1844).

⁷*Yates v. Yates*, 9 Barb. Ch. (N.Y.) 324 (1850).

⁸*Tilden v. Green*, 130 N.Y. 29 (1891).

Is there an

Educational Industry?

ROBERT W. PEDEN

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ALFRED P. SLOAN'S GUEST EDITORIAL in the April issue of COLLEGE AND UNIVERSITY BUSINESS is a sobering challenge. He expresses the opinion that college and university administrators are not planning as vigorously as they should, and he poses the query as to whether we have an "educational industry."

As a successful business executive he is obviously thinking of higher education as a *national* enterprise composed of various kinds of institutions that should be organized on a trade association basis. Accordingly, I shall attempt to answer a few of Mr. Sloan's implied questions and also to stimulate further discussion of this important subject. I am presenting certain facts and suggesting changes in current practices. My ideas are the result of a number of years of industrial experience prior to my coming to Wayne.

HIGHER EDUCATION IN RUSSIA

The Economic Club of Detroit recently conducted a meeting to hear three prominent experts who had returned from an inspection of Russian engineering, research and production experience in relation to automation, labor, management and education. One of the speakers, Weldon H. Brandt of the Westinghouse Corporation, reported that there are 1,750,000 college students in Russia and that 60,000 engineers will be graduated this year alone. The same gentleman reported that 96 per cent of the 23,000 undergraduates of the University of Moscow are paid a stipend of 450 rubles each month. Graduate students are paid 750 rubles each month. A full professor of engineering is paid 5500 rubles a month. (A ruble is worth 25 cents in American money.)

The corresponding figures for higher education in the United States are impressive. The Statistical Abstract of the United States (1955) shows a total enrollment of 2,499,750 students, including professional schools, teachers colleges, and junior colleges. The same source shows the following degrees granted in engineering in 1954: bachelor's degrees, 22,329; master's degrees, 4204; doctor's degrees, 594, for a total of 27,127 engineering degrees.

Lovejoy's College Guide gives some figures for the faculty-student ratios for 2049 American colleges and universities. A ratio of 1:20 means one faculty member for every 20 students enrolled. A few examples are: Radcliffe, 1:3; Harvard, 1:4; Yale, 1:6; Princeton, 1:8; University of Minnesota, 1:9; Notre Dame, 1:11; Tuskegee, 1:13; Michigan State, 1:15; University of Alabama (whites), 1:16; Wayne University, 1:19; University of Houston, 1:20; Alabama State Teachers College, Montgomery, Ala. (Negroes), 1:60. We have students and employees at Wayne University who confirm this ratio of 1:60. One of these students stated that he frequently was unable to find a seat in some of the classes at Alabama State Teachers College.

The recent announcement by the U.S. Office of Education that a detailed physical survey of higher education will be made is gratifying news indeed. There is probably nowhere in the United States any accurate summary of either the original costs of our higher education facilities and certainly no accurate data regarding current replacement costs, insurable costs, or what the professional appraisal engineers call "sound costs."

From Maine to California our country is served by hundreds of liberal

**Aren't colleges today about where
industrial corporations were 25 years ago
in applying the techniques
of modern cost accounting?**

arts colleges; these, business executives are now discovering to be bastions of freedom and democracy. Unfortunately, however, almost every one of these colleges has an "Old Main" structure of red brick with various turrets and towers, functionally obsolete, hazardous and a bill of expense for the institution's maintenance staff. The published annual reports of the "Ivy League" institutions deliberately omit figures for plant funds. Fortunately, the committee named by Samuel M. Brownell, then commissioner of education, includes experienced administrators and engineers whose comments should be valuable.

Furthermore, we are all aware that our colleges and universities have no book reserves or funded reserves for the replacement of these facilities. Many institutions likewise have no inventories of movable capital equipment either on a unit basis or on a cost basis. The reason for this condition is the lack of funds for the necessary clerical staffs.

ACCOUNTING AND COSTS

The two manuals, Volumes I and II, compiled by the National Committee on the Preparation of a Manual on College and University Business Administration, are a milestone of progress and reflect great credit on the capable and dedicated men who cooperated to create them. It is my personal conviction, however, that they have not gone far enough.

In the published report of a single institution some income is on a cash basis, some on an accrual basis, and some on a "modified accrual" basis. This causes frustration when one attempts to compare the figures of one institution with those of another.

There also are difficulties of semantics. "Expenditures" are confused with "expenses." Equipment items that are properly additions to capital funds are regularly purchased from current funds and are listed among the expenditures for operating purposes. Furthermore, there seems to be little if any cost accounting. A lay person can examine the pages of any financial journal and learn whether the iron and steel industry is operating at 99 per cent of capacity, 85 per cent, or at some other level. The Copper and Brass Research Association, the Petroleum Institute, and the Automobile Manufacturers Association have a wealth of such data. We have no satisfactory data to determine the capacity of our "educational industry."

SUMMARY

Briefly, the following represent my personal concepts which I offer for the purpose of promoting further improvements in college administration:

1. The "educational industry" needs a natural year. The mercantile industry represented by great systems of chain stores and mail order houses uses January 31 as the cut-off or inventory date to mark the end of the fiscal period. In January great clearance sales are invariably held and on January 31 warehouse and store inventories are at the low point of the year. If we subscribe to the principle that fiscal and business policies should be subservient to the educational activities of our institutions, then August 31 becomes a more logical terminal date than June 30.

2. I see no reason why an educational institution cannot apply the accrual method to all of its accounting records, both income and expense.

3. I believe there should be complete separation of expenditures for capital from expenditures for operating expenses.

4. I believe that higher education needs modern cost accounting methods. We have achieved reasonably good functional breakdowns and analyses by object classifications. The costs of indirect or service functions such as libraries and plant operation and maintenance can and should be allocated to the direct instructional functions of an institution such as classroom teaching and research activities. We also need a clearer conception of educational output or production. Every cost is basically a quotient with a numerator and denominator. The numerator is invariably in terms of dollars and the denominator should be unaffected by dollars.

At Wayne State University we are moving in the direction of unit costs. Because of the great variety of courses and student class loads we find that student credit-hours are more accurate than data for "equated" enrollment. We also recognize that graduate education is, in many instances, not on a credit-hour basis and that costs under the semester plan will vary from costs under the term plan.

Furthermore, the research and community service functions of a university present difficult problems. We need a standardized definition of credit-hours. Shall we use the gross credit-hour load figures representing tuition paid or merely the net final credit-hours that are put on the academic records for the successful performance of students?

5. We need still more uniformity in our annual reports.

6. We should begin to analyze our administrative problems on a *national* rather than on an institutional or even a regional basis.

7. The key to progress is compromise. If we can have an honest and impartial analysis of some of these problems progress can be made. Multilateral agreements are always much better than the unilateral or "go it alone" policies that some of us follow.

A quotation, attributed to Lord Kelvin, seems a fitting conclusion: "When you can *measure* what you are speaking about and express it in numbers, you know something about it, but when you cannot measure it, when you cannot express it in numbers, your knowledge is of a meager and unsatisfactory kind."

For its student residence halls
the University of Illinois sets up a

Building Maintenance Reserve

KENNETH L. THURSTON

Housing Financial Manager, University of Colorado, Boulder*

BUILDING MAINTENANCE IS ONE OF the major problems that confront the housing officer. He is responsible for one or several of his school's major assets, each of which may involve several millions of dollars. Furthermore, if his institution requires housing to be self-supporting, he has little choice but to charge the costs of maintenance against housing funds. In other words, his only source of funds is that derived from student rentals, and from whatever conference windfalls he is fortunate enough to have come his way.

Student rentals constitute the principal source of income to cover expenses, including building maintenance. Most college administrators feel, and rightly so, that student rentals should be sufficient to give ample expense coverage and no more. While this philosophy may vary in different institutions, it is generally accepted that residence hall operations should share in the university's responsibility for the student's over-all educational development.

Consequently, a rental rate that is high enough to render a surplus from residence halls operations often is difficult to justify. Furthermore, many of the bond issues that have been sold to finance residence halls construction include covenants that stipulate that any operating surpluses that may occur must be applied toward an accelerated retirement of the indebtedness.

It seems, therefore, that the housing director is caught between two alternatives. On one hand, he is faced with a high cost problem that occurs irregularly and does not lend itself to year to year accounting procedures. On the other hand, he is confronted with sentiment against, and is perhaps legally blocked from, accumulating an oper-

ating surplus that could be used in the future to cover the cost of major maintenance necessary at that time.

To achieve a better understanding of the nature of building maintenance, one has to realize that maintenance is a mixture of both short-term jobs and long-term jobs. By and large, long-term maintenance jobs are those that cause the difficulties to arise. Painting (which occurs every three to six years depending upon location), plaster repair, and tile replacement are examples of long-term building maintenance. Other examples are tuck pointing (which occurs about every 25 years), electrical rehabilitation, roof repair, and plumbing and steam line breakdowns. The cost of plumbing and steam line repairs can be extremely high if they occur in inaccessible locations. The same can be said of tuck pointing because of the skilled labor and extensive scaffolding that is required.

Another approach to the long-term aspects of building maintenance is to consider its effect on the life of the asset. Most maintenance experts will agree that a sound maintenance program actually will lengthen the life of a building.

Still another factor to consider is the

Review of Maintenance Results
of Midwest Hotel Company

Fiscal Year	Total Expense	Repairs & Maint.	Per Cent of Total
1935	\$ 453,349	\$ 24,775	5.46
1939	573,181	35,731	6.23
1941	599,491	33,035	5.51
1943	715,232	40,474	5.66
1944	769,179	53,386	6.94
1945	848,307	70,442	8.30
1946	904,185	91,954	10.17
1947	923,649	97,715	10.58
1948	952,753	97,598	10.24
1950	965,698	94,352	9.77
1951	1,022,562	108,516	10.61
1952	1,103,266	134,603	12.20
1953	1,198,575	157,481	13.14

Source: Horwath & Horwath, accountants and consultants, New York.

age of the building. Again, to use painting as an example, the condition of the walls in a new building may be nearly perfect, so that the painter need only to wash the walls and then apply the paint. An entirely different problem presents itself in the case of an old building. Large cracks may have appeared in the plaster and, in some cases, sections of the plaster may be loose. Furthermore, even the wood-work and the light fixtures may require tightening. Consequently, in addition to the cost of the labor and material required by the painter, a plasterer, a carpenter, and an electrician may be required to complete the job. The result—higher cost in an older building.

To illustrate this principle, the accompanying table shows the first 19 years' experience of a large hotel. The statistics quoted are those of an actual hotel, although its name is fictitious. The first 10 years' experience seems to follow the pattern of low cost during early life. Commencing with the eleventh year, maintenance costs show a sharp rise. Possibly some of this increase can be attributed to deferred maintenance stemming from the war years. Nevertheless, following the theory that maintenance costs increase with the age of the asset, it seems logical to assume that the age of the building is beginning to take its toll, even though it has many useful years still ahead of it.

The long-term aspects of building maintenance appear to be many and varied. Investigation of actual jobs clearly shows the inadequate length of time provided by one fiscal period so far as accounting for maintenance is concerned.

If we consider the nature of building maintenance, the effect of maintenance policy on the life of the asset, and the increasing cost of maintenance with

*At the time this paper was written, Mr. Thurston was assistant to the director of housing at the University of Illinois.

the increasing age of the asset, there seems to be little question that this important item in the over-all budget is, largely, long-term maintenance.

How, then, is the housing director to establish rentals that will provide ample funds for maintenance over the long run? The answer lies in the use of a *reserve for building maintenance*.

Utilization of this reserve method results basically in an averaging out of these costs over a period of several years. This, in turn, is reflected in rental rates that also will tend to average out over a period of several years. This process can be justified for two reasons. First, once the student has lived in the residence hall during its early years, it is too late to assess him an additional charge if it is determined that his rental rate was too low. Second, it is equally impractical and unfair to assess a higher than normal rental rate against the student living in the hall when the higher maintenance costs arise.

The reserve for building maintenance is accounted for in exactly the same manner as a reserve for bad debts.

For instance, during the first year of operations the reserve commences with zero balance. During this year, a predetermined amount is established via a journal entry debiting an expense account and crediting an accrued-liability account. This expense sometimes is referred to as "Building Maintenance Provision," and the accrued liability account is called "Reserve for Building Maintenance." Other terminology is acceptable, but of primary importance is the utilization of a system of identification that clearly points out the use and purpose of the accounts.

These entries allow for a standard charge to profit and loss for building maintenance. The actual expenditures, when they are incurred, are then charged against the reserve, rather than against income and expense. At the end of the fiscal year, the balance remaining in the reserve (assuming a new building, this would almost be a certainty) is carried forward as the beginning balance for the second year of operation, during which time the process is repeated.

How is the predetermined annual provision computed? Here, of course, is an area subject to a variance of opinion. From the outset it should be pointed out that an absolute answer to this question cannot be rendered. The reasons are principally that

**Here is a practical management tool
that will take the peaks and valleys
out of building maintenance costs**

costs will vary with different types of buildings; nor are economic fluctuations and trends fully predictable. However, as a matter of practical application, they are *reasonably* predictable. Such being the case, the utilization of the reserve method is a practical accounting tool.

One method of computing the annual charge to income and expense is to utilize past experience records to arrive at a factor to apply to building cubage. This is the procedure followed at the University of Illinois, whose reserves are presently computed at 2 cents per cubic foot. Other universities follow a similar computation, using either a cubic-foot basis or a square-foot basis. Still another method is for the building engineer to list specific sizable long-term repair jobs that are inevitable, and their predicted costs. The sum total of these repairs is then divided by the expected useful life of the building in order to arrive at the annual charge to income and expense.

In view of the inaccuracies that can arise in attempting to predict costs several years in advance, it is reasonable that the annual reserve provision be reviewed from time to time—possibly every five years. Through this process the accumulated reserve can be observed to see whether it is following its originally intended pattern. If it is not, then the annual provision can be increased or decreased as the situation warrants. Practically speaking, periodical changes of this sort have little effect upon the intended rent stabilization.

At the University of Illinois, two examples of the use of the maintenance reserve stand out.

One residence hall, which was constructed after World War I, was operated without any definite establishment of direct over-all management until just after World War II. At

that time, a clear-cut management policy was established. As part of that policy, building maintenance was placed on a reserve basis. In the 10 years that have followed, as a result of the depleted condition of the building at the time the reserve was started, the balance never has shown an inclination to accumulate into an amount sizable enough to accommodate a full-scale maintenance program.

Another residence hall, which was constructed just after the end of World War II, has had its building maintenance handled on a reserve basis from the time the unit first opened. In contrast, the building maintenance reserve for this hall has been steadily accumulating an increasing balance. This, of course, is a prime example of low maintenance cost during the early life of the building.

It is the sincere opinion of management that the present accumulation of funds in the reserve is reasonable and does not represent an excess accumulation. Management is fully aware that in later years the cost of maintenance will rise sharply and eventually will cause the balance to decline. Most important is the fact that housing management knows that major building maintenance can be carried out when needed. It is confident that the building will be a credit to the university, rather than a symbol of inadequate rental rates.

The University of Illinois does not stand alone in its belief of the validity of the use of building maintenance reserves for student residence halls. Support of the acceptability and workability of long-term building maintenance reserves is offered by the experience of a number of colleges and universities. Currently several other large midwestern universities follow this practice and have done so for a number of years.

What a Food Service Director Expects of the Boss

T. W. MINAH

Director of Dining Halls, Duke University, Durham, N.C.

IF THE FOOD SERVICE DIRECTOR IS TO do the job expected of him, he must have considerable assistance from the administration. In order to get that assistance, he must first let the administration know what is expected of it. I don't advise anyone to send an ultimatum to the boss, but it does help sometimes to state needs so that they may be considered in the over-all planning.

What does the food service director expect of the administration? Nothing more than any department, whether it is in industry or in an institution, should expect from top management. If top management is doing its job properly, then he can expect that most of his needs will be taken care of.

DIRECTION AND LEADERSHIP

First of all, he should expect direction and leadership. His mission and objectives would be defined for him so that he could plan his operation. He would be told the *what, who, where* and *when* so that he could provide the *how*.

Standards of performance and quality would be established which would be clearer than a statement to the effect, "Do the best you can with what you have."

There would be an organization plan for the entire college or university that would spell out in detail the type of organization—whether it be line, staff, functional or a combination of all. He would be given a written statement that would define his position and clearly state the limits of his authority, obligation and responsibility.

The administration would provide a plan of coordination so that the food director's working arrangements with other departments would be explained. This would eliminate many needless squabbles and prevent campus competition in the food business with more

than one department competing for the student's dollar. The food service director should expect a fair deal in his relationships with other departments.

When the academic and social program is planned for the year or years ahead, any consideration given to his department would assist the food service director in planning food, equipment and personnel requirements.

SUPPORT

Second, the food service director would expect support, both logistic and moral. In receiving logistic support, he would want his relationships with other departments to be defined so that he would know, for instance, to what extent the purchasing agent could provide food, equipment and utensils without lowering his standards of quality and performance. In addition, he would expect from the maintenance department prompt and efficient service provided at a reasonable cost.

In order to do a satisfactory job, he must have the proper tools and spaces. Sometimes this requires a large outlay of capital funds. This is where he needs the confidence of the administration that he will be able to justify the expenditures.

The food service department, probably more than any other, is subject to the whims or moods of the faculty and student body. A great many of the complaints received are justifiable and these should make the director try all the harder to improve his department. However, when complaints are unfair,

he expects *moral* support from the administration. Criticism given in a constructive manner always helps to improve a situation.

CONTROL

Third, he expects a system of control to be established through policy, procedure and budget, as well as through direct supervision, indoctrination and leadership. The administration can assist in the actual operation of the food service department, as well as provide a clear insight into department procedures, by developing a cost accounting system tailored for that specific assignment. In addition, if a system of operational audits is developed as a continuing device, any weaknesses in the management of the department will be brought to light.

A budget that is realistically developed with the cooperation of the food service director will be a guide and a valuable tool of management. The director can expect to be given all cost information with which his department is concerned. Although the food service director makes a daily statement of his direct costs and receipts, the administration should provide him with a monthly statement of his operation. These statements should be analyzed and the information used to plan future operation procedures.

RESPECT

Fourth, the director should expect respect, both for himself and his organization. It is true that he must first earn that respect, but as he proves his worth, his position and stature should be recognized on the campus. An administration that understands the many and complex problems that are peculiar to this type of business soon develops a healthy respect for the management and employees. The department operates at a minimum of 15 hours a day



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seven days a week and that problem alone is almost insurmountable in these days of five-day, 40 hour weeks.

He must have unobstructed access to department heads all the way to the top level of the institution.

The administration should recognize the fact that the dining halls offer an excellent opportunity for educating the student in the social graces and this is an important part of an education.

There must be an awareness on the part of the administration that the food service is a business activity and must be operated according to business principles. If the department is to pay its way, then it should expect to charge reasonable prices and it should be expected to pay its employes at the going rate in other food service activities.

MOTIVATION

There must be considerable thought given to motivation, both for the staff and for the food service director. The personnel policies of the institution should be developed so that he is given consideration for his own personnel problems. Food service employes are entitled to all the fringe benefits the institution can provide.

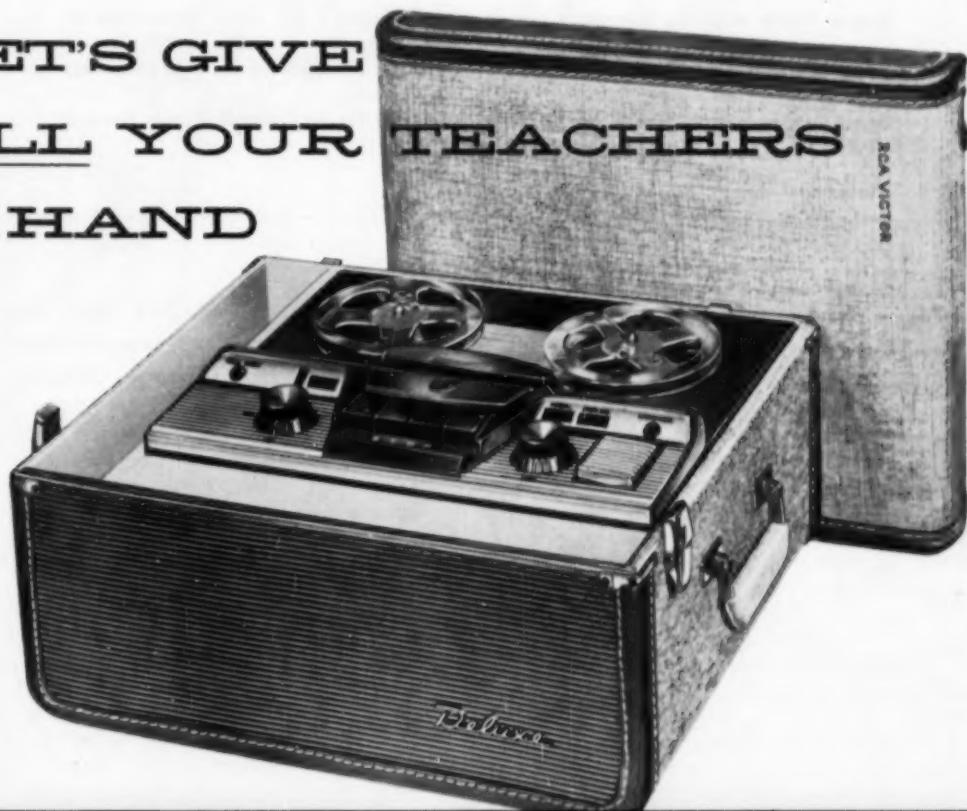
The director of food service should be shown the opportunities for his own advancement and the chance to grow on the job. Investment that is made in travel expenses to visit other campuses and attend professional meetings will be repaid many times by the ideas gained. The director's office should be well stocked with professional magazines and books pertaining to that field of work.

CONSULTATION

Finally, the food service director should be consulted when plans are made for changing campus housing or feeding facilities. He is the person best qualified to give advice in these matters. I know of several instances in which the food service director has been able to save the institution many thousands of dollars by giving suggestions for expanding or rearranging his own facilities instead of building new dining halls.

The food service director who is receiving the optimum of direction and leadership, support, control, respect, motivation and consultation from the administration is receiving all that he can reasonably expect—and you can be almost positive that person is doing a good job.

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NEWS

Urge State Aid for Private Community Colleges . . . Lists Activities of
84th Congress . . . Students Lose Lives in Dormitory Fire . . . Westerners
Open Business Officers Workshop . . . Year's Gifts to Cornell Break Record

Dr. Halsey Recommends State Aid to Private Community Colleges

BRIDGEPORT, CONN.—State scholarships and state grants to private community colleges would be most economical means of meeting the future tidal wave of college students in Connecticut, said President James H. Halsey of the University of Bridgeport in a recent address before church leaders in this city.

President Halsey declared that in 1953-54 the average per student cost in the private community colleges was \$482, while the average cost at the University of Connecticut and the four state teachers colleges was \$850. "The state can buy almost one dollar's worth of higher education for 50 cents by investing in the private community colleges rather than expanding the public colleges," he asserted.

The proposal for state grants is not simply a request for a "hand-out" from the public treasury but is based on a

sound business principle of getting the most for the tax dollar, Dr. Halsey said. In order to assure that such grants be properly spent, they could be made in the form of a loan to be paid off in cash or by credits based on the increased number of Connecticut students enrolled above the present number. He suggested that the grants or loans could be made on a matching contingency basis, which would require the private colleges to raise an equal amount of money from private sources.

Three Students Die in Residence Hall Fire

MOSCOW, IDAHO.—Three University of Idaho students died in an early morning fire that broke out at a new residence hall on the morning of October 19. University officials believe the fire was caused by an arsonist.

The fire was the fourth one to take place in a campus residence hall within a week. Damage was estimated at between \$60,000 and \$100,000.



Investigating officials at Idaho look over the fire-swept lounge. The fire-proof building itself did not burn, but the intense heat shattered windows.

Legislative Activities of Congress Summarized for College Officials

WASHINGTON, D.C.—Legislation enacted or proposed during the 84th Congress has been summarized in *Higher Education* by Ward Stewart, assistant commissioner of education, and in *Higher Education and National Affairs*, a bulletin of the American Council on Education.

As pointed out by Dr. Stewart: "Although the number of new public laws enacted was relatively small, the scope and variety of the higher education bills introduced and considered reflect a growing national concern with the problems of the post-high school segment of the nation's educational system." Some of the highlights of the legislation are listed:

The President's Committee on Education Beyond the High School. Public Law 813 provides a statutory foundation for the work of this committee on education, established last April. Although the President requested \$300,000 for its work, Congress appropriated only half that amount. The law provides that the committee's final report be submitted in writing to the President and Congress not later than Dec. 31, 1957.

College Housing Loan Program. The College Housing Loan Program was modified twice by the 84th Congress, once in each session. Public Law 345 amended Title IV of the Housing Act of 1950 by increasing the amount of college housing loans that may be outstanding at any one time from \$300 million to \$500 million. It also expanded the program to permit loans on additional types of self-liquidating educational facilities, such as dining halls, student centers, and infirmaries, provided for a decreased interest rate for borrowers, and lengthened the maximum maturity on loans from 40 to

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50 years. In the second session, P.L. 1020 again increased the ceiling on the amount of college housing loans authorized from \$500 million to \$750 million.

Excise Tax Hearings. The 84th Congress did not pass the bill to exempt elementary and secondary schools and colleges and universities operated by nonprofit organizations from manufacturers, retailers, transportation and communication excise taxes. However, a favorable report on this subject was submitted by the subcommittee on excise tax technical and administrative

problems, which was submitted to the House committee on ways and means. It is estimated that the legislation would save privately supported institutions \$3 million a year. Public hearings on federal excise tax policy are expected to begin before the subcommittee in Washington on November 26.

Medical and Dental Research Funds. Funds for medical research in 1957 were increased to \$182.7 million from the \$99 million provided in fiscal 1956. This appropriation of \$182.7 million compares with \$126.5 million requested by the Department of Health, Educa-

tion and Welfare for this purpose. Congress also authorized \$90 million to be used over the next three years in grants to medical and dental schools, hospitals and nonprofit research organizations for the purpose of building research facilities.

Liberalization of Tax Law on Charitable Contributions. Public Law 408 makes retroactive a provision of the 1954 tax code allowing an unlimited income tax deduction for charitable contributions whenever the taxpayer's taxes and charitable donations in eight of the preceding 10 years have equaled 90 per cent or more of his income. The previous law said this test had to be met in all 10 years. The new law provides that any refund must go to charity.

Educational Assistance for War Orphans. Under P.L. 634 educational assistance is provided for children of servicemen who died as a result of injuries or diseases resulting from military service during World War I, World War II, or the Korean conflict. Students must be between the ages of 18 and 23, although in some instances they will be permitted to begin school before their 18th birthday and to finish after their 23d. Approximately 156,000 war orphans, average present age 10 to 14 years, are covered by this act, which entitles each child to 36 months of education and training. Monetary benefits are the same as those provided for a single Korean veteran under P.L. 550, namely \$110 a month in full-time training, \$80 a month on three-fourths time, and \$50 a month on half-time. This amount is to be paid directly to the student upon certification of attendance by him and by the educational institution.

Proposed Scholarship Bills. Some 50 scholarship and fellowship bills were introduced in the 84th Congress, but no action was taken. Several, such as H.R. 2211, H.R. 7839, and H.R. 8779 would provide for a general program of federal assistance to students in higher education.

Increased Income Tax Exemptions or Deductions for Tuition Payments. More than 30 bills were introduced that would provide exemption on tuition and educational fees paid by a taxpayer for dependent children. None of the proposals received a hearing before the ways and means committee, however. The tax credit plan proposed in H.R. 4621 by Congressman Boggs of Louisiana would provide that 30 per cent of student tuition and fees

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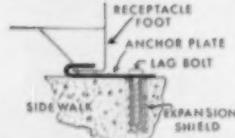
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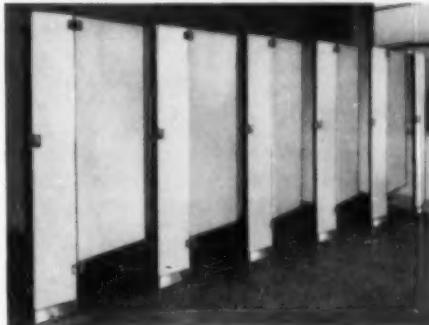
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actually paid by the taxpayer be applied as a tax credit on the amount of income tax otherwise payable. Similar bills will be introduced at the next session.

Integrated State College Is Picketed

BEAUMONT, TEX.—A picket line formed outside the newly integrated Lamar State College of Technology in this city, but five Negro students passed through it to attend classes. The college doors were opened to 26 Negro students under court order. Police patrolled the campus.

Gertrude Carruth, leader of a militant group whose members chased two new students across campus the night before school opened, declared Negro attendance at Lamar "illegal, immoral and a threat to peace and harmony." Mrs. Carruth said pickets would remain in front of the school until the Negro students are "ejected." B. R. Lee, a Negro motorist whom several women pickets had accused of using abusive language toward them, was cleared of the charges by City Judge Theridge Wright.

Students of the College signed a resolution protesting the picket line which had been established by local representatives of a white citizens' council. Dr. F. L. McDonald, college president, declared the petition urging the pickets to go home was entirely student activity.

Workshop for Business Officers November 11-16

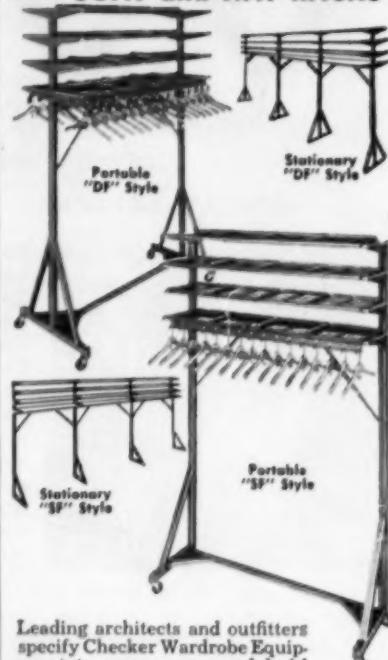
SANTA BARBARA, CALIF.—A workshop for college and university business officers is being held at the Miramar Hotel here November 11 through 16 under the sponsorship of the Western Association of College and University Business Officers.

The workshop begins with a dinner on Sunday, November 11. Delegates have paid \$93 for the course, which includes room, board, enrollment fee, gratuities and tax.

This year three courses are being offered the students, who are business office personnel in western colleges and universities: (1) general administrative problems of the business office, (2) accounting concepts in collegiate institutions, and (3) budgetary objectives.

Plans for the workshop were made by a special committee of six college administrators—George M. Jamieson

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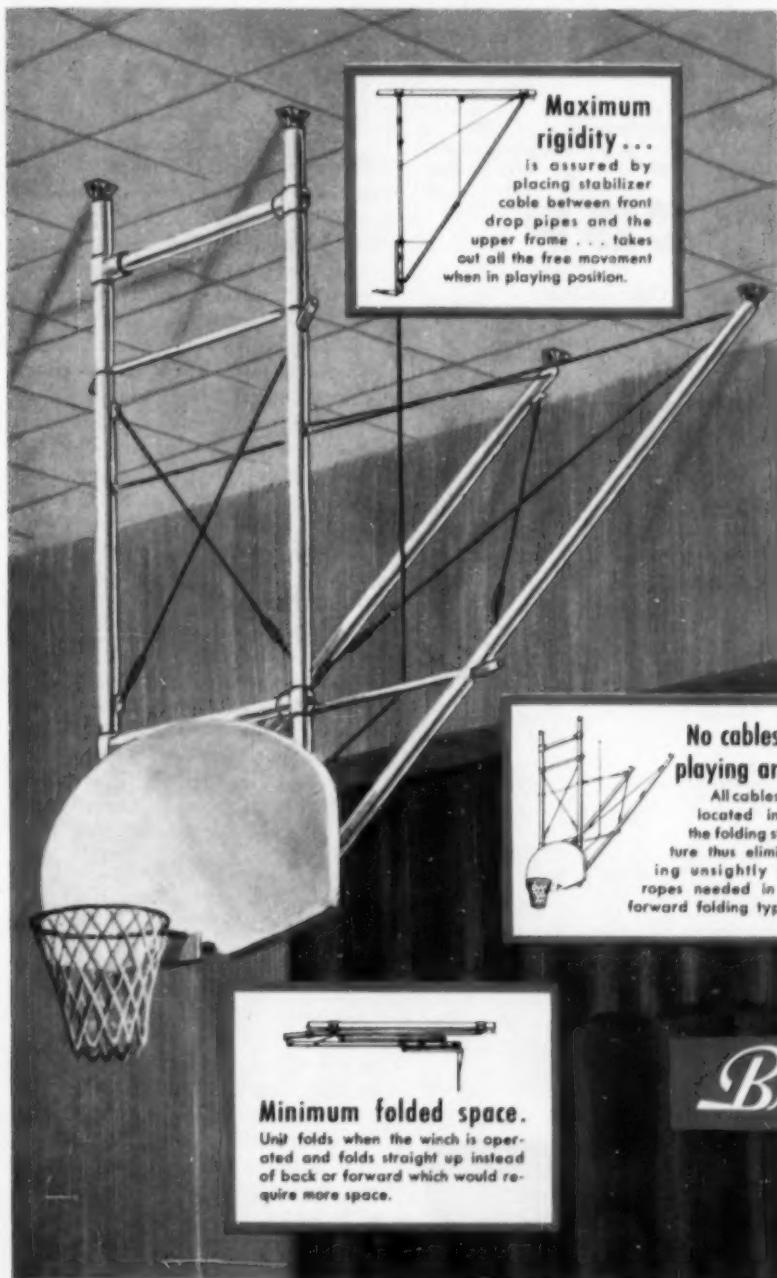
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Jr., Fred McLain, Charles Pierpoint, Paul Burton, Bob Fenix, and George Greene.

Sweet Briar Will Raise Tuition \$200

SWEET BRIAR, VA.—Ten per cent salary increases for faculty and staff members at Sweet Briar College, which went into effect last July 1, and other mounting costs have necessitated a \$200 raise in the over-all student fee, beginning in September 1957. During the past year, the per-student cost

reached a total of \$2414, making it necessary to increase the over-all fee to \$2200.

Announcement of this step taken by the board of overseers was recently made to students and staff members by President Anne Gary Pannell.

In her letter to parents of students, President Pannell pointed out that higher costs for the current year are being met largely by last year's gifts from Sweet Briar alumnae through the Alumnae Fund and from business and industrial firms through the Virginia Foundation for Independent Colleges.

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Model 848 CDP for the bigger jobs.
25 watts, 16 ohms. Response, 175
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Size, 10½" x 20½" x 20". Wt.,
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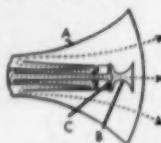
Conventional reentrant horns using single throat (D) and single horn (E) transmit highs along the same circuitous path (F) as required for lows. As a result, the highs become attenuated, sharply decreasing intelligibility. Electro-Voice gives you P. A. speakers with a large horn for lows and a second, smaller horn, coaxially mounted, for highs.

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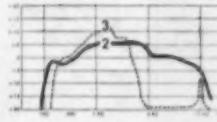
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1 This is a CDP Speaker with its two coaxially mounted diffraction horns.

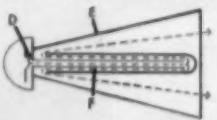


2 This is the frequency response curve of a CDP.



3 This is the frequency response curve of a conventional P. A. horn.

4 This is a conventional reentrant-type P. A. horn.



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for full information.

CDP speakers are weather-proof, blast-proof and splash-proof, virtually indestructible. They're molded of fiberglass for better acoustical properties and extra strength.

New Educational Plan for TV Audiences

ANN ARBOR, MICH.—The resources of National Educational Television have been made available to vastly wider audiences through a new plan devised by the Educational Television and Radio Center, clearinghouse for educational television materials.

By the end of 1956 more than 682 programs in 51 series developed by the center and its affiliated stations will have been broadcast over 21 commercial stations in 15 states, according to George L. Hall, director of development for the center. The national organization regularly services the 24 noncommercial educational television stations, serving as a hub of the nation's newest TV network.

Programs now are being made available to educational groups for sponsorship over the commercial outlets under a plan called Extended Services, Mr. Hall explained. The programs are offered on a noncommercial basis, however, with no advertising permitted.

"While our first obligation in developing and distributing educational programs is to our affiliated educational stations," Mr. Hall said, "we are most happy to extend educational programming to communities without educational stations. We have been pleased at the success of this program and the cooperation of educational institutions and the commercial stations."

Among the cities that already have taken advantage of the Extended Services plan are Los Angeles; State College and Albuquerque, N.M.; Des Moines and Ames, Iowa; Atlanta, Ga.; Chattanooga, Tenn.; Cleveland; Eugene, Ore.; Kalamazoo, Mich.; Laramie, Wyo.; McAllen, Tex.; Minneapolis; Newark, Del.; Pittsburgh, Kan.; Reno and Las Vegas, Nev.; Tucson, Ariz.; Vermillion, S.D., and Wichita, Kan.

556 Merit Scholars and Colleges Get Grants

EVANSTON, ILL.—The National Merit Scholarship Corporation recently announced distribution of \$515,000 to 556 scholars and to their colleges as a result of scholarship competition in high schools last spring.

The grants made by the National Merit Scholarship Corporation ranged from \$100 to \$2100 a year, with 68 per cent of the boys and 13 per cent of the girls indicating they were enrolling in engineering and physical science courses. Harvard University and the



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Mr. Earl L. Rheaume, President of Rheame's Restaurants, Inc., Detroit, Michigan, has proved to himself the fine service and operating economy which Libbey Heat-Treated DATED Glassware provides.

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Restaurant operators everywhere can easily establish the economy of the world's first DATED glassware, in their own operations. A code symbol on every Libbey Heat-Treated glass enables them to prove accurately the long life of this fine glassware . . .

Interior of the Woodward Avenue Restaurant, one of the Rheame's Restaurants in Detroit, Michigan, where the survey proved the economy of Libbey Heat-Treated DATED glasses! Economy further assured by Libbey's famous guarantee: "A new glass if the rim of a Libbey 'Safedge' ever chips."



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Sincerely yours,
Earl L. Rheaume,
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President

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Massachusetts Institute of Technology were the institutions preferred by the largest number of the students.

Year's Gifts to Cornell Total \$10½ Million

ITHACA, N.Y.—Cornell University received a record breaking total of \$10,436,541.52 in gifts from all sources between July 1, 1955, and June 30, 1956, President Deane W. Malott announced last month. The total exceeds by more than a million dollars the 1954-55 figure of \$9,239,721, and

raises the total Cornell has received in five years of President Malott's administration to \$39,718,496.

Of the total received during the year ending last June, \$3,742,221.20 has come in gifts from foundations and charitable groups; \$2,477,725.35 is from bequests and income from trusts under wills; \$2,315,256.79 represents gifts by individuals, and \$1,901,338.18 is in gifts by business enterprises and affiliated foundations.

Cornell's annual alumni fund reached a record high of \$601,736.30 during the year and is included in the total

gift report. The total includes \$8,402,874.28 in funds for the colleges at Ithaca, and \$2,033,667.24 in gifts and grants to the medical college in New York City.

Condemn Acreage for Community College

WHITE PLAINS, N.Y.—The board of supervisors of Westchester County recently voted 25 to 15 to acquire by condemnation a 136 acre estate in Hartsdale for the first permanent campus of the Westchester Community College.

The estate is owned by Henry J. Gaisman, a retired safety razor manufacturer. The land is across Ridge Road from county park land that ultimately could be added to the campus. The Gaismans have declined to sell the property, which is expected to be appraised at more than \$500,000.

The college has been using the Battle Hill Junior High School building in White Plains since it was established in 1947.

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College and university authorities all over the country express their satisfaction with American Seating schoolroom furniture—with good reason!

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No. 445 Desk: Pylon-type construction. Cradleform seat swivels on silent nylon bearings. Lower rail on seat-back is self-conforming to all students' backs; offset back-braces give extra hip room. Desk top of Amerex® high-pressure-type plastic, or of lacquered plywood, is 16" x 23". Height variable from 27" to 30", with *single unit* for sizes in grade 7 through college!



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Increase Faculty Salaries 10 per Cent

BEAVER FALLS, PA.—Charles M. Lee, president of Geneva College, has announced that salaries for faculty and staff members at Geneva were increased approximately 10 per cent in September.

"More than 90 per cent of the funds for this move by the board of trustees came from increased tuition," Dr. Lee stated, "and an important grant from the Ford Foundation constituted about 8 per cent of the funds."

In December 1955 the Ford Foundation announced that Geneva would receive about \$131,400, the income from which is to be used to help raise faculty salaries. Of this sum \$75,000 was presented to the school last July.

Redlands' Gifts for Year Reach \$1.3 Million

REDLANDS, CALIF.—George H. Armacost, president of the University of Redlands, recently announced that gifts and bequests in the amount of \$1,330,938 had been received during the recently completed fiscal year. This included a grant of \$330,000 from the Ford Foundation and \$357,000 paid on pledges to the "Challenge Fund," raised to provide additional space in the university library and a new hall for geology and chemistry.



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Monroe "800" gives your business the unmistakable forward look—provides the

"touch of velvet" that makes *anyone* a figuring expert. Its beauty of design and advanced precision keyboard bring gracious décor and streamlined efficiency to the truly modern office.

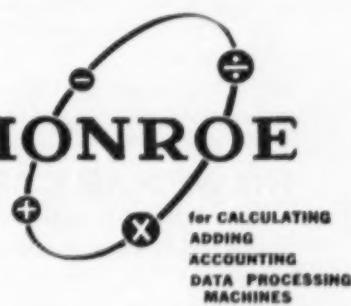
Under this distinctive case is a mechanism built to endure for years to come.

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College Leaders Seek Industry's and Labor's Help in Getting Funds

CHICAGO.—More than 700 college administrators participated in the 39th annual convention of the American Council on Education in this city in mid-October. Representatives of industry, labor, agriculture and government were asked to meet with the college executives and to suggest ways in which American colleges might obtain the necessary funds to meet the overflowing enrollments expected.

Marion B. Folsom, Secretary of Health, Education and Welfare, made a strong plea for immediate federal aid to schools but suggested that it should come through supplementing state efforts in that regard.

Dr. David Henry, president of the University of Illinois and vice chairman of the President's Committee for Education Beyond the High School, declared that public understanding of the problem facing colleges and universities is necessary. "Efforts at improved relations will be superficial and justifiably suspect unless they are

grounded in an honest effort to learn the desires and concerns of the other party," he declared.

Dr. Henry urged the educators not to use pressure tactics. "A public opinion off balance, rebounding from the shouting of partisans and the propaganda of selected facts, does not make for civic responsibility or objective understanding," he concluded.

President Carter Davidson of Union College praised the "marriage of American higher education and American business and industry." He believes that it is a sound and wholesome relationship.

Louis Hollander, president of the New York State C.I.O. Council, asserted that labor still does not enjoy a position of equality in regard to higher education. He accused university governing boards of "restricting membership to successful businessmen and professional men. "Packing boards of trustees is, I think, as dangerous to democracy as packing a legislature. . . . This unhealthy situation must be changed."

Boyd Campbell, chairman of the board of the U.S. Chamber of Commerce, declared that an effort must be made by higher education to encourage the various states to develop within their own boundaries the resources necessary to provide more economic opportunities within each state.

Dr. Henry T. Heald, new president of the Ford Foundation, contended that "our greatest shortage is not money; it is first-class brains."

Considerable discussion developed on providing a national scholarship fund and on trying to get congressional approval of a tax credit plan that would make possible a substantial deductible allowance for college expenses of dependents. In the resolutions the convention voted that the possibilities for improving and strengthening relationships between higher education and labor be studied and also between higher education and business.

Shortage of Engineers and Scientists

NEW YORK.—Colleges should raise their entrance requirements in mathematics and science, declared Lewis L. Strauss, chairman of the Atomic Energy Commission, in a recent address before a Cooper Union convocation.

American colleges are graduating only half as many technicians as are



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needed and even without the threat of communism and the cold war the United States needs more engineers and scientists than are being produced, he declared.

A number of surveys indicate that the study of mathematics and science has dropped substantially in high schools, he said, and high school students feel they cannot choose careers in science because their training is too poor. One survey revealed, he said, that "one-third of the youngsters are studying mathematics under instructors not qualified to teach it." This, he believes, is, in part, the result of "the inadequate compensation offered, and of public indifference in the face of that fact."

Scholarship to Miss Lucy

LOS ANGELES. — At the annual meeting of the Improved Benevolent Order of Elks of the World, a Negro organization, a \$1000 scholarship fund was awarded to the former Autherine Lucy, a Negro expelled from the University of Alabama last February when her legal counsel was unable to offer supporting evidence for allegations of conspiracy to prevent her admission.

NAMES IN THE NEWS

Dr. Carroll V. Newsom, formerly executive vice president of New York University, has been named president to succeed Dr. Henry T. Heald, who on



C. V. Newsom

October 1 became president of the Ford Foundation. Dr. Newsom went to New York University in July 1955 after serving five years as associate commissioner for higher education of the state of New York and two years as assistant commissioner.

O. Jean Gratton, formerly employed by the Franki Companies in Canada as assistant general manager and project engineer in Montreal, Mexico and



O. Jean Gratton

New York, has been appointed superintendent of buildings and grounds at the University of Montreal. He had 18 months' experience with the public works department of the city of Montreal before becoming associated with

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"FLOOR-PRINCE" Mopping Outfit for mops up to 24 oz.

Powerful, controlled squeezing action, provided by interlocking gears, wrings mops really dry—without tearing or twisting. Fast, splash-free operation speeds mopping and reduces costly labor.

Highest quality materials and construction assure long, trouble-free service. Exclusive electroplated finish gives Geerpres wringers maximum corrosion resistance. Buckets either galvanized or stainless steel. Ball-bearing, rubber casters for easy moving . . . do away with lifting and splashing.

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the Franki Companies. He is a member of the Engineering Institute of Canada.



Dr. Oliver C. Carmichael Jr., formerly executive director of the Vanderbilt University Development Foundation, is now president of Converse College, Spartanburg, S.C.

Dr. Hugh Borton, formerly director of the East Asian Institute of Columbia

University and an authority on Japanese history, has been appointed president of Haverford College, Haverford, Pa., and will take office next June. He will succeed **Dr. Gilbert F. White**, who returned last January to the University of Chicago faculty. **Archibald McIntosh**, vice president, has been acting president in the interim.

Dr. Nils G. Sahlin is the new president of Quinnipiac College at Hamden, Conn.

Dr. John R. Everett, president of Hollins College in Virginia, will serve as chairman of the special project com-

mittee of the Council for Financial Aid to Education. He is to develop and coordinate plans for a nationwide public service campaign in the mass media on behalf of higher education and its needs. The campaign, to be developed in cooperation with the Advertising Council of America, will be launched next spring.

Ralph Olmsted, business manager of Evansville College, Evansville, Ind., has been appointed secretary-treasurer of the Central Association of College

and University Business Officers to succeed **T. N. McClure**, formerly of Knox College, who has left the midwest area to become business manager of the University of Rhode Island. Mr. Olmsted has been in college work since shortly after his graduation from Evansville College in 1923. He was named assistant to the president in 1925 and in 1928 became business manager; the additional title of treasurer was added in 1951. He is a former member of the executive committee of the Central Association of College and University Business Officers.



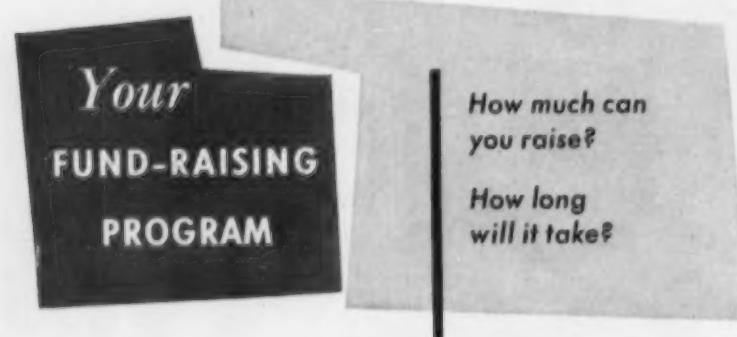
Ralph Olmsted

W. Raymond Hendershot, bursar of New York University for '30 years, is now associate director of N.Y.U.'s office of the budget. The announcement was made recently by **Dr. Ray F. Harvey**, director of the office and assistant to the executive vice president. Mr. Hendershot has been active in business affairs of the university since 1916 and is a past president of the Eastern Association of College and University Business Officers.

Harry K. Miller Jr., now doing work toward his doctorate in higher education at Stanford University, has been appointed assistant to the president of Goucher College, Baltimore. **Dr. Otto F. Kraushaar**, president of the college, announces.

Helen W. Jenkins, has been appointed supervisor of food service at Emory University, where she was formerly manager of the university cafeteria. She succeeds **Lorene Haynie**, whose retirement became effective in October. Mrs. Jenkins first joined the Emory staff in 1945 as assistant manager of the cafeteria and was appointed manager in 1953.

Rod K. Shaw, treasurer and business manager of Florida State University, Tallahassee, recently was elected a



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We will then render an objective and constructive report on the findings. If this indicates that we can be of service to you, our proposal will pin-point operational methods and costs. In short, how much you can raise and how long it will take.

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THEY CHOSE Solid Kumfort Chairs That Fold because they wanted comfortable seating that will last a lifetime! These chairs are rugged . . . with select hardwood frames and the famous Rastetter Hinge and Brace construction. Beautifully designed, they're ideal for use in schools, auditoriums, cafeterias, hospitals, hotels and clubs, where use often means abuse.

Rastetter Solid Kumfort Chairs That Fold are made in both Wood and Magnesium in many attractive styles. They may be moved quickly and easily where rooms are used for several purposes. Write for Portfolio showing complete line and giving many interesting facts on better seating.

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Better chairs for
every purpose . . .
whether you
ever fold them
or not!



FOLD FLAT



Model 451 Wood

trustee of Davidson College, Davidson, N.C. He is an alumnus of Davidson, having received his degree in 1922.



D. V. Stophlet

Donald V. Stophlet, secretary of Rockford College, Rockford, Ill., has been named director of business and industrial relations at the University of Pittsburgh, according to an announcement by **Chancellor Edward H. Litchfield**. Mr. Stophlet will join the staff of Dr. Al-

bert C. Van Dusen, assistant chancellor for planning and development, on or before January 1. He will be responsible for developing programs of mutual interest between the university and business and industry, looking toward creating greater support for education and research.

Ben W. Jones, for the last four years president of Northeast Mississippi Junior College at Booneville, has been named president of Navarro Junior College, Corsicana, Tex. He was succeeded at Booneville by **Dr. W. H. Hinton**, formerly vice president of

Howard Payne College, Brownwood, Tex.

William C. Fels, associate director of the College Entrance Examination Board, has become associate provost of Columbia University. He was graduated from Columbia College in 1937. While on several months' leave from the College Board in 1955 and 1956, Mr. Fels served as executive secretary of the Ford Foundation's College Grants Program, which gave \$260 million to colleges and universities to increase faculty salaries.

John M. Mullins, registrar of Columbia University since 1952, has been named director of the university budget. He will serve as a principal assistant to **Dr. John A. Krout**, vice president and provost. Mr. Mullins' title is new at Columbia. In the budget position, he will take over many of the fiscal duties formerly supervised by **W. Emerson Gentzler**, who in September relinquished the post of assistant provost to become executive vice president of the Empire City Savings Bank.

Edison Montgomery, formerly an associate with the management consultant firm of Cresap, McCormick and Paget, New York City, has been named director of a central personnel office at the University of Pittsburgh. He will assist in filling nonacademic positions at the university. From 1939 to 1951 Mr. Montgomery was administrative planning officer and director of personnel for the Maritime Commission in Washington, D.C. He was director of management for the Office of Price Stabilization from 1951 to 1953.

Elvis J. Stahr Jr., provost of the University of Kentucky and dean of the university's college of law, has been appointed staff director of the President's Committee on Education Beyond the High School. **Marion B. Folsom**, Secretary of Health, Education and Welfare, announces. The President's committee was appointed last April to develop proposals on a wide range of problems in higher education, adult education, business and technical schools, and other aspects of training and education beyond the high school level. Mr. Stahr will be on leave of absence from the University of Kentucky.

Rev. Robert J. Lochner, C.S.C., formerly assistant to the vice president for

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Dr. Rene Rochon, Dean of the Dental College of the University of Detroit, reports on the advantages of television in teaching dentistry: Under the old system in use at most schools, a few students and technicians crowded around the instructor and his patient, hampering demonstrations of dental techniques. Only those in the front row really saw what went on. At Detroit a Dage TV closed-circuit system lets the lecturer in his laboratory televise demonstrations to many students in a lecture room. Large groups see each operation, each instrument clearly.

This is only one of the many instructional applications of Dage closed-circuit television, the teaching tool that gives large classes a close-up look at hard-to-see information and operations. Learn what Dage can do to solve your specific problems. Write Dept. 411.



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HOW THE UNIVERSITY OF DETROIT USES CLOSED-CIRCUIT TELEVISION TO SOLVE A LECTURING PROBLEM

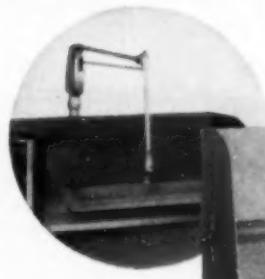


Dage TV camera gives clear, close-up picture of a dental demonstration in laboratory . . .

... To this group of students seated in lecture room. Each student sees it all.



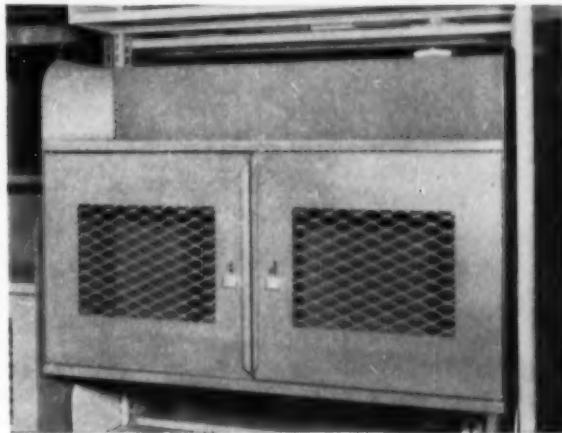
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academic affairs at the University of Notre Dame, has been named director of student aid there. *

Dr. E. Frederic Knauth, author of the book "The College Business Manager," which was published as partial fulfillment of his doctor's degree, is assistant to the dean of New York University's school of education. He assumed his duties with **Dean George D. Stoddard** at the beginning of the fall term. Formerly a staff assistant in N.Y.U.'s office of institutional research and educational planning, he engaged in the university three-year self-study.

Very Rev. J. Joseph Bluett, S.J., became president of St. Joseph's College, Philadelphia, at the beginning of the academic year.

M. Robert Ewing has been appointed assistant business manager of Thiel College, Greenville, Pa. He had been associated with the Erie Resistor Corporation.

Dr. Allan R. Cullimore, 72, president emeritus of the Newark College of Engineering, Newark, N.J., died recently. He was made dean of the college when it was founded in 1919, and was president from 1927 to 1949.

DIRECTORY OF ASSOCIATIONS

National Association of Educational Buyers

President: M. T. Tracht, Illinois Institute of Technology; **executive secretary:** Bert C. Ahrens, 1461 Franklin Ave., Garden City, N.Y.

National Association of College Stores

President: Ray Vanderhoef, Iowa Supply Co., Iowa City, Iowa; **general manager:** Russell Reynolds, Box 58, 33 West College Street, Oberlin, Ohio.

Convention: April 23-27, Sherman Hotel, Chicago.

National Association of Physical Plant Administrators of Universities and Colleges

President: A. F. Gallistel, University of Wisconsin; **secretary-treasurer:** A. F. Gallistel, University of Wisconsin.

Convention: May 13-15, Temple University, Philadelphia.

Association of College and University Housing Officers

President: Donald W. Kilbourn, Central Michigan College; **secretary-treasurer:** Leonard A. Schaadt, University of Michigan.

National Federation of College and University Business Officers Associations

President: Nelson A. Wahlstrom, University of Washington; **vice president:** Thomas E. Blackwell, Washington University, St. Louis; **secretary-treasurer:** C. H. Wheeler III, University of Richmond.

College and University Personnel Association

President: James N. Ewart, California Institute of Technology; **secretary-treasurer:** Shelton F. King, Carnegie Institute of Technology; **executive secretary:** Donald E. Dickason, University of Illinois. Permanent headquarters, 809 S. Wright St., Champaign, Ill.; **Kathryn Hansen, editor, C.U.P.A. News.**

Convention: July 28-31, University of Colorado, Boulder.

Associations of College and University Business Officers

American Association

President: Harold K. Logan, Tuskegee Institute; **secretary:** B. A. Little, Southern University.

Central Association

President: Roscoe Cate, University of Oklahoma; **secretary-treasurer:** Ralph Olmsted, Evansville College, Evansville, Ind.

Eastern Association

President: Marcus Robbins, Yale University; **secretary-treasurer:** Kurt M. Hertzfeld, University of Rochester.

Convention: Dec. 2-4, Greenbrier Hotel, White Sulphur Springs, W.Va.

Southern Association

President: R. K. Shaw, Florida State University; **secretary:** C. O. Emmerich, Emory University.

Western Association

President: Glen C. Turner, Colorado State College of Education; **secretary:** Harry E. Brakebill, San Francisco State College.

Canadian Association of University Business Officers

President: B. F. Macaulay, University of New Brunswick; **secretary-treasurer:** F. J. Turner, Carleton College.

American College Public Relations Association

President: Bradford D. Ansley, Emory University; **executive secretary:** Marvin W. Topping, 726 Jackson Place, N.W., Washington 6, D.C.

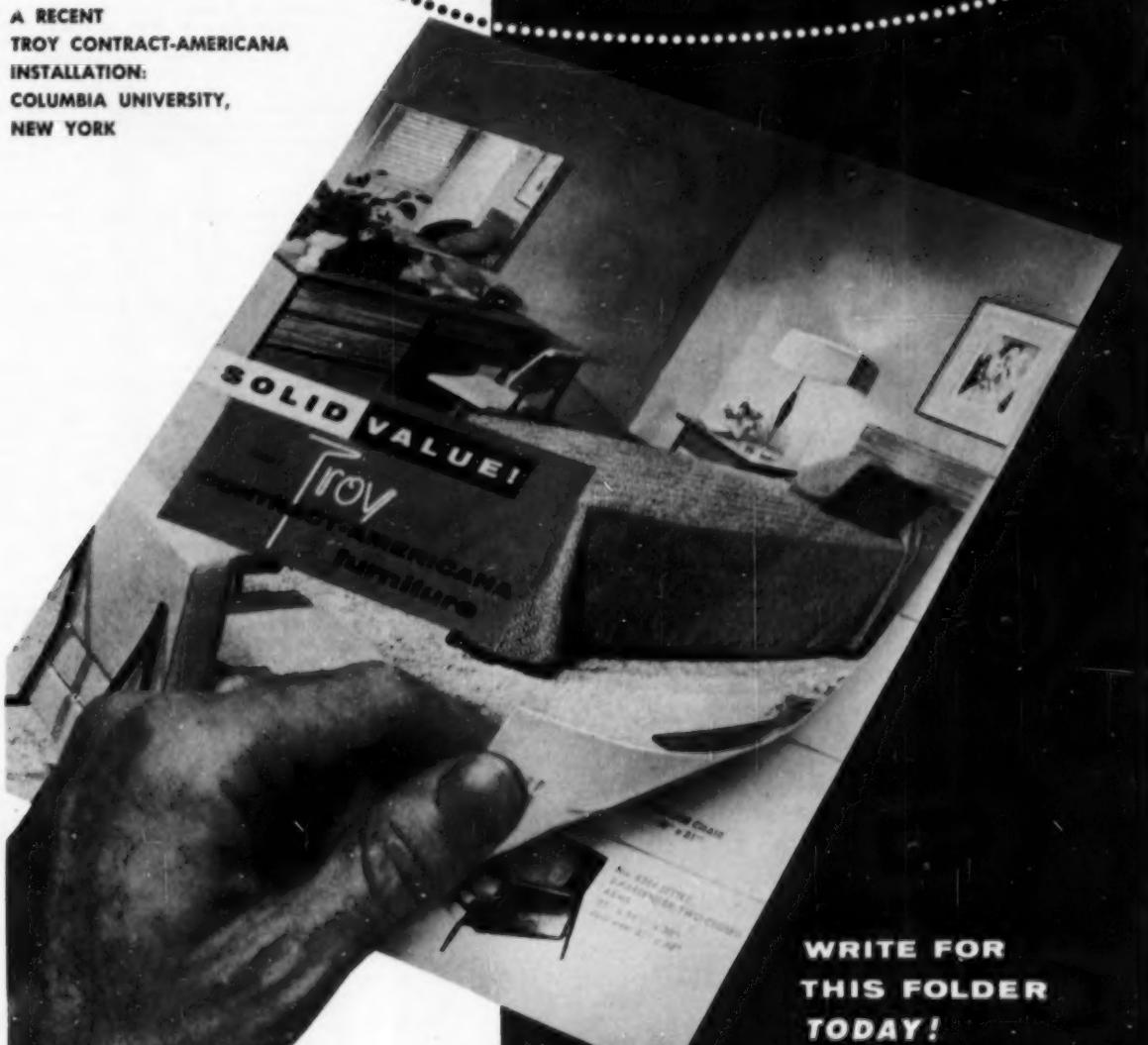
Association of College Unions

President: Earl E. Harper, State University of Iowa; **secretary-treasurer:** Edgar A. Whiting, Cornell University; **editor of publication:** Porter Butts, University of Wisconsin.

Convention: March 31-April 3, Hotel Utah, Salt Lake City.

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Financial Vice-President — Controller — Management Analyst — Available to the larger college

or university about April, 1957; twenty-five years demonstrated competence in all phases of college and university financial operations which have produced substantial cost savings; presently employed; adequate reasons for desiring change; married; age middle fifties; health excellent; unexcelled references. Write Box CW 313, COLLEGE AND UNIVERSITY BUSINESS.

Grounds Superintendent — University graduate in Horticulture; years of experience in landscaping and grounds supervision. Write Box CW 316, COLLEGE AND UNIVERSITY BUSINESS.

University Vice President — Background in development and academic administration; Doctorate in Political Science; experienced as vice

president in metropolitan university; seeks similar opening in small community; available 1957-8 academic year. Write Box CW 315, COLLEGE AND UNIVERSITY BUSINESS.

POSITIONS OPEN

Assistant to Treasurer — Position now open for qualified man, age 36-40, in rapidly growing group of liberal arts colleges; must possess a minimum of six years experience in college investment handling; the position carries liberal retirement plan, group life and health insurance, and an excellent opportunity for advancement; salary open; give complete information, salary requirement, and recent photo with application to Controller, ASSOCIATED COLLEGES, Claremont, California.

General Book-Supply Store and School Book Manager — One man operation under supervision of business manager; New England preparatory school; enrollment boys and girls 450; salary open commensurate with experience; position open January, 1957. Write Box CO 288, COLLEGE AND UNIVERSITY BUSINESS.

Chief Draftsman — Architect — Large midwest metropolitan educational group is looking for forward looking, ambitious man with Degree in Architecture or Architectural Engineering; to be responsible for design, layout, estimates and bids for alterations and some new construction; supervision of foremen; inspection of installations; under 45 years of age; submit resume and salary requirements. Write Box CO 204, COLLEGE AND UNIVERSITY BUSINESS.

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Superintendent of Physical Plant — With engineering degree, experienced in area of building maintenance preferred; for growing college, 3,500 enrollment, anticipated enrollment of 6,000 by 1960 and 10,000 by 1970; many new buildings under construction and others being planned; this position is under University Civil Service System of Illinois. Write Box CO 199, COLLEGE AND UNIVERSITY BUSINESS.

Superintendent of Buildings and Maintenance — Large, private, well-established, year-round vacation center, within 40 miles of New York City, catering to business and professional people; physical plant program includes air conditioning, refrigeration, swimming pool, numerous fireproof buildings, extensive property and private lake; send late photo and details of age, training, experience. Write Box CO 165, COLLEGE AND UNIVERSITY BUSINESS.

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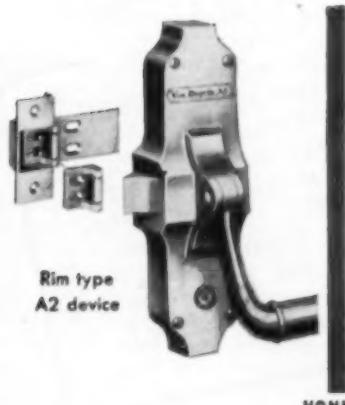


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The Hillyard Maintainer has had years of training and experience in every conceivable type of floor problem. He will gladly put this experience at your disposal, help train your staff. There's no charge, no obligation.

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Yes, I'll take you up! Without charge or obligation, have the Hillyard Maintainer® show me how to take advantage of new streamlined floor treatment procedures.

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Have you studied your floor maintenance costs lately? Have you analyzed your cleaning methods to determine whether you are using too many operations—needless rinsing, for example—or are wasting time in prolonged scrubbing when the right cleaner would get the dirt loose in a fraction of the time? Remember, 95c of every floor maintenance dollar goes for labor! Call in your nearby Hillyard Maintainer® for consultation. He will carefully study your floor problems and recommend (1) modern, streamlined work methods and short cuts, and (2) the tools and materials to enable you to take advantage of the short cuts, to keep your floors in better condition than ever before!

CASE HISTORY—SCRUBBING

FILE 12

Super Shine-All, Hillyard's Neutral Chemical Cleaner, does the hard part of your work. Gets under and loosens the dirt for easy removal -- yet is non-reacting and safe for any type floor, including asphalt tile. Leaves no residue; requires no rinsing. Cuts out 2/3 of the labor and labor time -- takes the rubbing out of scrubbing! U/L approved slip-resistant.

WHAT'S NEW

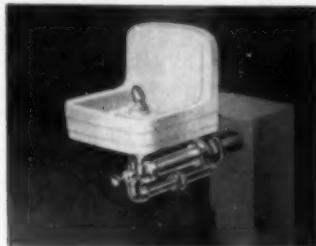
November 1956

Edited by Bessie Cover

TO HELP you get more information quickly on the new products described in this section, we have provided the postage paid card opposite page 96. Circle the key numbers on the card which correspond with the numbers at the close of each description item in which you are interested. COLLEGE and UNIVERSITY BUSINESS will send your requests to the manufacturers. If you wish other product information, just write us and we shall make every effort to supply it.

Outdoor Drinking Fountain Will Not Freeze

A new drinking fountain makes chilled water available all year in school or



athletic grounds and other outdoor areas without danger of freezing. The fountain is wall-hung and serviced by a concealed cooler mounted inside the building wall. Surplus water from the supply and waste lines drains back into the heated portion of the building after each use, making a freeze-proof fixture for year around use.

The new freeze-proof drinking fountain is offered in two models. One unit features the Crane Erie fixture with a single bubbler serving up to fifty persons per hour. The second unit uses the Crane Ontario fixture with two bubblers for double the service. **Crane Co., 836 S. Michigan Ave., Chicago 5.**

For more details circle #463 on mailing card.

Translucent Drapery Fabric Is Vinyl Impregnated

Attractive appearance, simplified maintenance and durability are some features of the new Rice Translucent Vinyl Drapery Fabric. Four attractive decorator colors are available in the TV fabric: Soft Cream, Golden Hue, Pale Green and Cocoa. The durable, water repellent material resists dust, dirt and grime and can be wiped clean with a damp cloth. It drapes in soft folds, yet does not stretch, sag or shrink, nor will it crack, chip or peel. The special weave of the fabric, the reinforced edges and the vinyl impregnation make it almost impossible to tear the new fabric.

The new Rice TV Drapery diffuses and scatters direct sunlight, producing soft, comfortable light on the brightest days. The new draperies are designed for long life, are economical in use with minimum maintenance required. Tailored so that they lie flat without creases or pleats when removed from the win-

dows, the new draperies can be sponged or washed quickly and easily, due to the special vinyl coating. They are available in sizes and lengths for any school need. **Chas. W. Rice & Company, Inc., Union City, Ind.**

For more details circle #464 on mailing card.

Folding Chairs for Music Rooms

Designed specifically for use in music rooms, the new Clarin folding chair has a convenient tablet arm for classwork. The posture construction with seat 18 inches from the floor and the seat and back at a 100 degree angle to each other encourage correct position for both instrument practice and music instruction.

The chair is also adapted for use by choral groups with class room work performed with the tablet arm in position. With the arm down the class can prac-



tice rising as a group. **Clarin Mfg. Co., 4640 W. Harrison St., Chicago 44.**

For more details circle #465 on mailing card.

Instant Nonfat Dry Milk in Institutional Container

A new cardboard container with a special inner wrapper which protects the milk powder from moisture is now available for Instant Pet Nonfat Dry Milk for institutional use. The large package features economy of packaging and filling, reducing the cost per quart of reconstituted nonfat milk. The fold-open inner wrapper makes a moisture-proof package equal to glass, according to government tests. The new size, for 12 quarts of reconstituted nonfat milk, produces milk of the same fresh flavor with all protein, calcium and B Vitamins of fresh milk. **Pet Milk Co., 1401 Arcade Bldg., St. Louis, 1, Mo.**

For more details circle #466 on mailing card.

(Continued on page 82)

Restyled Color Line in Kalistron Wall Covering

The durable vinyl wall covering material, Kalistron, is now offered in a completely restyled color line. Made by fusing colored lacquer to the underside of a clear vinyl sheet, Kalistron has a suede-like back for easy installation. It is especially effective for walls in areas of heavy traffic as the color is protected from stains, scratches and other abrasive wear.

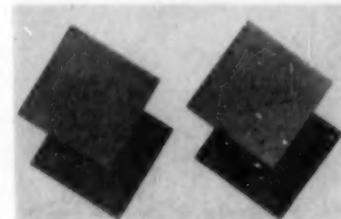
Twenty entirely new colors are offered in the line, including warm, striking colors especially suited to modern decorative plans. Also added is Shadowlines, one of the first figured Kalistron patterns. It combines warm, light color with a random tracing of fine lines and is offered in cloud white, sea green, champagne, Dutch blue, desert mauve and lime. All Kalistron colors and patterns are available in two embossed textures: Textured Weave and Spanish Crush Grain. **United States Plywood Corp., 55 W. 44th St., New York 36.**

For more details circle #467 on mailing card.

Four New Colors in Resilient Floor Tile

Two colors have been added to each of the resilient floor tile lines offered by Azrock Products. Azphlex vinylized tile offers PK-751 Lisbon Cork and PK-752 Dakar Cork to its line of 3/32 inch Cork Terrazzo Tone patterns. The new colors are similar in appearance to natural cork and are available in nine inch square tiles.

Azrock asphalt tile is offered in two new terrazzo tone patterns. Dazzle, color B-523, is a reddish brown background with multi-colored chips. A white background with gray and black chips is introduced as Polkadot, D-561. These colors are available in the nine



inch square tiles in $\frac{1}{8}$ inch thickness. **Valde Rock Asphalt Co., Azrock Products Div., 510 Frost Bank Bldg., San Antonio 6, Texas.**

For more details circle #468 on mailing card.

What's New . . .

Modern Design in Drinking Fountain

The new No. 5650 Halsey Taylor Drinking Fountain is designed to harmonize with modern architecture in educational and other institutional buildings.

The completely new design is executed in heavy vitreous china. The drinking fountain is available with or without a glass filler. In addition to use in corridors, cafeterias and other general areas, it is adapted to the semi-recessed cuspidor combination for use in gymnasiums. **The Halsey W. Taylor Co., Warren, Ohio.**

For more details circle #467 on mailing card.



Miniature Dictating Instrument Is Self-Contained

The SoundScriber "200" is an electronic dictating machine weighing less than six pounds. It can be readily carried in a brief case, suitcase or glove compartment or kept in the drawer of a desk. Microphone, power cord and a supply of discs are all contained within the instrument which is 2½ inches high, 6½ inches wide and 10 inches long. The portable SoundScriber "200" can be carried by the strap handle or by means of a snap-on shoulder strap and provides all of the service of a standard sized dictating instrument.

Discs for the portable SoundScriber "200" as for other models can be played back on any SoundScriber instrument or on a standard 33½ r.p.m. phonograph. The new machine is available in solid or contrasting color combinations. It has two arms, one for recording and the other



for listening back and indexing is accomplished on the surface of the disc by a finger-tip lever which indicates correction, end and special instructions. The

instrument is started and stopped by the palm-sized microphone thumb-press button. Discs can be mailed for transcription if desired. **The SoundScriber Corp., 146 Munson St., New Haven 9, Conn.**

For more details circle #470 on mailing card.

Reach-In Refrigerator Has Interchangeable Interior

Interchangeable interiors that are adjustable on one inch centers are the feature of the new Vimco Model RS-40-S Reach-In Refrigerator. Any combination of pan slides, stationary or pull-out meat rails or shelves and refrigerated drawers can be accommodated in the new model. Interior accessories are changed quickly without the use of tools. Ball bearing pull-out shelves permit easy access to items stored at the rear and give increased usable space in the refrigerator.

The RS-40-S has all-metal construction, automatic self-defrosting, automatic interior lighting and a sanitary bottom which is easily wiped clean. Slide-out compressors facilitate servicing in the units which have a capacity of 40 cubic

feet. All interior corners are coved, ground, welded and polished. All doors are equipped with built-in cylinder locks and heavy die-cast handles. **Victory Metal Mfg. Corp., Plymouth Meeting, Pa.**

For more details circle #471 on mailing card.



reach of the operator. Cool operation is provided through the oversize motor driven fan and the new louver design. The AO Executive is made of die-cast aluminum finished in chippable baked enamel. It is light in weight and is available in a new luggage type carrying case of solid wood construction covered with scuffproof fabric type vinyl. **American Optical Co., Chelsea, Mass.**

For more details circle #472 on mailing card.

Counter Type Dishwashing Machine for Universal Use

The new Model T-6—T-6A Champion Dish Washing Machine is a counter type machine designed for universal use. The roll hood type Champion is available for both automatic and semi-automatic operation and has a capacity of 640 dishes per hour. It can be installed on the dish table, under the counter or mounted on a stand. In addition to its use in smaller operations, it can also be used as an auxiliary unit to a large installation.

Powerful new wash and rinse sprays located above and below the rack give the new model efficient operation and a Dwell Control can be used for prolonged washing for stubborn soil. Timing of each rack in both wash and rinse sprays is automatically regulated for assured sanitization of dishes and glassware. Of stainless steel construction, the new model has internal parts of nickel and

Automatic Slide Projector in Two Sizes

The new AO Executive Automatic two by two Slide Projector is offered in both 300 and 500 watt models. New features include modern design with the lower silhouette, a new optical system and automatic changer. Both the 300 and the 500 watt models have a five inch focal length lens with a speed of f 3.5 and an improved condensing system.

The new AO Automatic Changer uses only one simple action to insert, return and refile slides and advance the tray. The new filtered shutter arrangement synchronized with the automatic changer reduces eye fatigue by eliminating complete blackout during slide changes. The illuminated numeral indicator on top of the projector shows the position of the



stainless steel and is equipped with a self-draining pump with impeller integral with motor. **Champion Dish Washing Machine Co., Erie, Pa.**

For more details circle #473 on mailing card.

(Continued on page 84)

One of a series explaining the successful application of television to education

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RCA HIGH FIDELITY TELEVISION SYSTEMS FOR EDUCATION

RCA is pleased to present the ultimate in teaching by television. You in the schools, colleges and medical centers have tested the theory. You've proved it works. Now you're ready for complete high-fidelity television systems for education. This is the kind of equipment used by television broadcast stations for consistently high-quality results. It offers you the following advantages:

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Provides live camera origination in TV "teaching studios" connected to television receivers in classrooms; employment of many different types of course material including integration of films, slides and other audio-visual aids; frequent use of demonstration experiments, and origination of parts of subject matter from remote points . . . thus permitting more effective teaching and making it possible for students to stay in one classroom for a wide range of subjects.

PROFESSIONAL EQUIPMENT BENEFITS

Permits shifting from one picture source to another smoothly and without "blackouts"; capacity to service



an entire campus or campuses, including scattered buildings or multi-floored structures; adaptability to local station hookups; equipment to make permanent records of course material by means of recordings on tape or film.

TIME PROTECTED INVESTMENT

Offers growth potential to meet your expanding needs, protecting your investment far into the future. Allows for "block building" initial installation to include more extensive facilities; compatible color television.

If these are the results you are looking for, you'll recognize that RCA High-Fidelity Television Systems for Education are the answer. RCA is in a position to be of real assistance in television planning since RCA manufactures a complete range of equipment. Why not mail coupon today for further information?



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In Canada: RCA VICTOR Company Limited, Montreal

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Please send me brochure on RCA High-Fidelity
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 Have RCA Television Representative call.

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INSTITUTION _____

ADDRESS _____

CITY AND STATE _____



What's New . . .

Room Darkening Unnecessary With Lenscreen "625"

Films and slides can be shown in the classroom without pulling down shades



or turning out lights with the new Lenscreen "625" viewing unit. Source of the clear picture even in daylight is the viewing lens which is described as a transparent, plastic membrane offering a new conception in optics. Pictures are said to be sharp and brilliant with full contrast unaffected by normal room lighting.

The portable wide-angle transparent lens-type viewing screen has 625 square inches of area. It is easily carried as it folds to the size of a card table. The Lenscreen opens to position a reverting mirror in a self-contained contrast compartment. It is easily set up on a table or desk and regular projection focus procedure is used. The Lenscreen "625" is

built to accommodate a range of vision as long as 75 feet. Polacoat, Inc., Blue Ash, Ohio.

For more details circle 2474 on mailing card.

Wireless Intercom Suppresses Circuit Noise

A new circuit developed for the Port-A-Phone Wireless Intercom suppresses noise in the electric wiring circuit so that the intercom will work in almost any situation. The portable intercom system requires no wiring or installation. It is easily carried to the location where it is to be used and plugged into the regular electrical outlet. Conversations between units are carried on without interference, due to the new circuit.

Another feature of the new Port-A-Phone is the improved Hush-O-Matic Silencer. This silences the unit when in the stand-by position to prevent disturbance or contact when communication between units is not required. Feiler Engineering & Mfg. Co., 8026 N. Monticello Ave., Skokie, Ill.

For more details circle 2475 on mailing card.

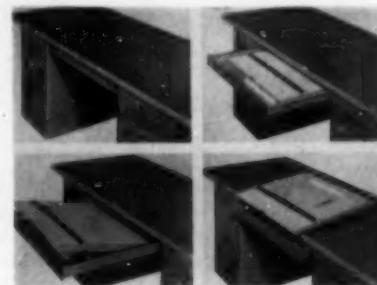
Folding Drawing Board Saves Space

The new Arnot Foldaway Drawing Board permits the use of art and drafting classrooms by classes for other subjects.

(Continued on page 86)

Students and instructors can use the new drawing boards and fold them away into a drawer at a moment's notice, leaving tables or desks free for other uses.

The Foldaway unit consists of a complete drawer, drawing board and parallel rule and can be easily bolted or screwed to any conventional desk or table top. When folded away the drawing board is completely out of sight and the whole unit appears as a conventional center drawer, leaving the top completely clear. Self-contained suspension fixtures equipped with nylon roller tracks assure smooth gliding of the drawer. The drawing board itself is attached to the drawer



by specially-designed hinges. The Foldaway Drawing Board is available in two sizes and in three colors. Arnot-Jamestown, 730 Fifth Ave., New York 19.

For more details circle 2476 on mailing card.



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make a living
feeding or
housing
knew the value
of interior
design...
by mandel**

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100

DIFFERENT SIZES, STYLES
OF BULLETIN BOARDS AND
CHANGEABLE LETTER BOARDS

BY DAV-SON

A Dav-Son board for every job. Changeable letter directory and announcement boards, black boards, menu boards, others. Sturdily constructed, every Dav-Son board is built to last, with quality built-in for years of service.

Dev-Son Changeable Letter Directories for Lobby, Office, Quiet Use

- Wide Variety of Styles and Sizes
- Glass Enclosed Front
- Hardwood or Metal Frames
- Highest Quality Felt
- Absolutely Warproof
- Also Available with 3" x 5" Standards

Dev-Son Genuine Self-Sealing Cork Bulletin Boards

- Indoor and Outdoor Styles
- Hardwood or Metal Frames
- With or Without Locking Glass Doors
- World's Largest Selection

**DEALER INQUIRIES INVITED
If Your Dealer Can't Supply,
Order Direct**

J. F. HESTER

A. C. DAVENPORT & SON, INC.
311 N. DESPLAINES STREET, CHICAGO 6, ILLINOIS, DEPT. CB

INSIST ON DAV-SON—YOUR BEST BUY!

Dev-Son Changeable Name Plate
Black card with white letters under
beveled plastic shield. Triangular
wood base in choice of Walnut, Oak,
Mahogany, Blonde or Steel Grey fin-
ish. 10 1/4" x 3 1/4"





Westminster Choir College Dormitory, Princeton, N. J. Fulmer and Bowers, Architects, Princeton, N. J. Harry Terry, Consulting Engineer, New York, N. Y.

Revolutionary SelectTemp System Easily Solves College Heating Problems

Iron Fireman SelectTemp heating has room-by-room temperature control. Economically installed in old or new buildings, low operating costs.

Heating requirements are NEVER the same in **every room**. The windy side of a building needs more heat than the sheltered side. Shaded rooms need more heat than sunny ones. Heating requirements are constantly changing, and modern indoor comfort can be provided only by room-by-room temperature control.

Room use also makes a difference. Combination living-study-sleeping rooms require different temperatures at different times. Different rooms may require different temperatures at the *same* time. Less heat is needed when a large number of people meet in one room. The SelectTemp system also brings the same precision heating control to classrooms, laboratories, gymnasium, kitchens, offices—all with individual and special heating needs.

The SelectTemp system is the answer. The temperature of each room is controlled simply by setting the thermostat on the SelectTemp room heating unit at the comfort level desired. The SelectTemp system saves fuel because heat can be turned down in unoccupied rooms. These rooms can be quickly reheated, when needed, by adjusting the thermostat.

How SelectTemp works. Each room heating unit has its own built-in thermostat, which is very sensitive to room temperature changes. The heating unit circulates filtered warm air, heated by steam supplied through small copper tubing. The same steam that heats the air also operates the circulating fan. Fans and thermostats are non-electric. No wiring required. Low pressure steam is supplied by an oil, gas or coal fired boiler, or from central steam lines.

Learn what SelectTemp heating can do in your existing or new buildings. Mail the coupon for more information.

IRON FIREMAN®
SelectTemp®
HEATING
EVERY ROOM A ZONE



SelectTemp room heating units are only 18 inches high and are recessed into the walls; take no floor space. Units can be painted to match walls. Heat is steady—temperature and volume of air are automatically modulated according to amount of heat needed.

MAIL THIS COUPON FOR FREE INFORMATION

IRON FIREMAN MANUFACTURING COMPANY
3086 West 106th Street, Cleveland 11, Ohio

In Canada, write to 80 Ward Street, Toronto, Ontario

Please send SelectTemp catalog with specifications.
 Arrange for brief demonstration of SelectTemp room unit, in actual operation, in our office.

Name _____

Address _____

City _____ Zone _____ State _____

What's New . . .

Chair Caddy Is Double-Width

Folding chairs can be easily handled with minimum effort with the new



Midwest Double-Width Caddy. It will handle two rows of chairs side by side and is available in lengths of 60, 72, 84, 96, 108, 120 and 132 inches as well as in adjustable models. Built of heavy duty channel iron with welded joints, the chair caddy is equipped with easy-rolling rubber tired casters for ease in handling. **Midwest Folding Products, Roselle, Ill.**

For more details circle #477 on mailing card.

Pudding and Pie Fillings in Institutional Packs

Three new pudding and pie fillings are now available for institutional use. Specifically developed for use in feeding large groups, the new fillings are offered in chocolate, vanilla and butterscotch flavors. The special Universal formula results in maximum yield per ounce of

pudding powder with lower cost per service to the institution. Institutional packs include 18 ounce packs and three pound 12 ounce key opening cans of Universal Vanilla and Butterscotch and 21 ounce packs and four pound six ounce key opening cans of Chocolate. **Universal Foods Corporation, 3005 W. Carroll Ave., Chicago 12.**

For more details circle #478 on mailing card.

Acoustical Ceiling Boards for Modular Ceilings

Inherent characteristics in the new Fiberglas acoustical ceiling boards make them readily adaptable to modular ceilings. Light in weight, they are strong enough to support themselves over long spans, are dimensionally stable and do not buckle, warp or expand. The ceiling boards are firesafe, odorproof and rot-proof and are installed by simply resting them on exposed "T" systems. Convenient access is thus achieved to electrical equipment and duct work.

The new large ceiling boards are available in eight standard sizes ranging from 24 to 48 inches square. They are manufactured in three types: Stria, with a white grooved ceiling surface; Sonofaced, with sound absorbing material encased in duPont Mylar film facings, and Textured, with a soft white finish. **Owens-Corning Fiberglas Corp., Toledo 1, Ohio.**

For more details circle #479 on mailing card.

Toilet Tissue Dispenser Has Reserve Supply

Designed especially for institutional use, the new Reserv-A-Roll toilet tissue dispenser stores three standard 1000-sheet rolls. When the empty roller is pushed down, a fresh roll of toilet tissue is automatically snapped into position, reducing maintenance time. The core is retained in the fixture for removal when reloading. Theft and vandalism are discouraged by a safety lock which also gives sanitary protection since rolls cannot fall on the floor. There is no waste because the rolls cannot spin. The Re-



serv-A-Roll dispenser is made of die-cast aluminum finished in durable white baked enamel. **Reserv-A-Roll Co., 602 Sul Ross, Houston 6, Texas.**

For more details circle #480 on mailing card.

**emphasis on
structural strength
and contemporary design**

126 years the leading makers of
chairs and tables for public use

3701 chair | 1010 chair

Write us your seating requirements.
We will send appropriate
illustrated material.

THONET INDUSTRIES, INC.
One Park Avenue, New York 16, N. Y.

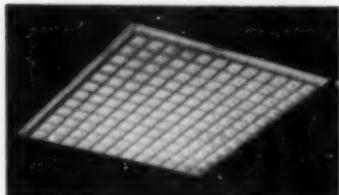
SHOWROOMS: New York Chicago Dallas Los Angeles Miami Statesville, N. C.

THONET INDUSTRIES, INC.

What's New . . .

CurtiCell Louver-Diffuser Reduces Glare

Over two years of research and development work in lighting fixtures resulted



in the new CurtiCell plastic enclosure. The new louver-diffuser controls direct glare by the louver, and reflected glare is reduced by the frosted top panel. In the shielding zone the light rays pass through four or more thicknesses, producing a soft, efficient illumination without distracting brightness.

The basis of CurtiCell is a frosty, flat plastic top panel electronically fused to a molded plastic, cellular bottom. The cellular piece may be of either a translucent white or a clear plastic with a frosted finish. CurtiCell is light in weight and made of shatterproof, self-extinguishing vinyl chloride for maximum safety. The unit can be washed in luke warm mild detergent solution and the rounded corners simplify cleaning. **Curtis Lighting, Inc., 6135 W. 65th St., Chicago 38.**

For more details circle #481 on mailing card.

Chemical Dust Absorber for Mops and Cloths

Dust mops and cloths treated with the new Fuller Chemical Dust Absorber pick up dust without scattering it around. The Dust Absorber turns particles of dust into lint-like globules which cling to the receptacle, yet are easily shaken from the mop or cloth. The product also contains wax which helps to polish the floor and furniture while dusting.

The Dust Absorber is packaged in 16-ounce aerosol containers for spraying mops and cloths evenly, or in one, five, 30 and 55 gallon containers for dipping. In normal use, material need only to be treated once a week. **The Fuller Brush Co., Industrial Div., Hartford 2, Conn.**

For more details circle #482 on mailing card.

Combination Baseboard and Electrical Wiring

A steel baseboard is combined with a multi-outlet and electrical wiring system in the new Plugmold 2200. It provides a packaged and ready to install all-inclusive wiring system which replaces regular baseboards and has extra capacity to carry additional wiring for future expansion. Dimensionally correct, wood or other base can be extended wherever the Plugmold system is terminated.

Plugmold Baseboard is 2 1/8 inches wide

(Continued on page 88)

with outlets located 30 or 60 inches on centers. **The Wiremold Co., Hartford 10, Conn.**

For more details circle #483 on mailing card.

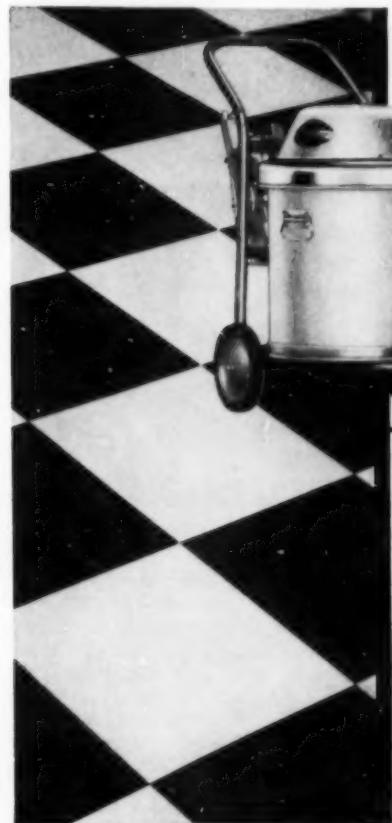
Molded Synthetic Shako Resists Wear and Weather

Tough, durable lightweight synthetic material is used to mold a one-piece individually made shako body. The new unit is undamaged by rain, perspiration or hard usage. It is molded in the proper oval head shape and lends itself to modern design while offering long wear with



extra comfort. The All-Weather Shako is available in the C-51 West Point style. **Uniforms by Ostwald, Inc., 73 Henry St., Staten Island 1, N.Y.**

For more details circle #484 on mailing card.



the No. 1 way to care for

**FLOORS
and
RUGS**



Why limp along with costly mop-and-pail methods or floor machines of limited application? You can be dollars ahead *every day* by switching to America's most modern, most versatile floor machines . . . the American Floor-King and all-purpose American Vacuum in sizes to fit your requirements. Send today for colorful fast-reading booklet on our new line of vacuums . . . the one line that needs no alibi because every model does every job from floors to rugs to off-floor cleaning.



590 So. St. Clair St. Toledo 3, Ohio

performance proved maintenance
machines . . .
world-wide sales and service

What's New . . .



Lock-type Letter Boxes Solve Mail Handling Problems *...for schools, colleges, institutions*

- ★ Lower mail handling cost
- ★ Eliminates mail theft
- ★ Assures complete privacy
- ★ Choice of combination lock or key type
- ★ Approved by U.S. Post Office Dept.



Plain Architectural Unit available in three sizes, statuary bronze or dull chrome plate. Box illustrated available with same key for room door and mail box.

Write for Federal's new bulletin on Lock-type Letter Boxes and other Mail Room Equipment.

THE **FEDERAL** EQUIPMENT COMPANY
Carlisle, Penna.

Automatic Paper Feed for Photocopy Machine

The making of good photo copies is facilitated with the new Auto Feed auto-



matic paper feed for the Dri-Stat Photocopy Machine. Negative and positive sheets are fed into the entrance of the processing unit where they are gripped by two pairs of moving feed rollers, housed entirely within the cabinet. Speed of the stainless steel rollers is synchronized to assure perfect register through the processing solution and up to the exit rollers. Uniform density of the image is assured throughout the finished positive print.

The automatic paper feed facilitates use of the machine and makes it possible to speed up the work without reducing quality of the copies. **Peerless Photo Products, Inc., Shoreham, L.I., N.Y.**

For more details circle 2485 on mailing card.

Custom Embossing on Supersoft Napkins

Supersoft Napkins made with Cellostrength, an improved wetstrength ma-



terial with great absorbency, are now available with custom embossing. The name, insignia or other designation of the college or department may be embossed on the napkins for more attractive appearance. The durable paper napkins are available in two, three and four ply strength, approximating fabric in feel, appearance and service, yet saving on laundry and handling. They are offered in white and pastel colors. **Groff Paper Co., 2300 Endicott St., St. Paul 14, Minn.**

For more details circle 2486 on mailing card.

(Continued on page 90)



ASE STEEL FURNITURE AND LOCKERS

MODERN IN STYLE... BUILT FOR SERVICE

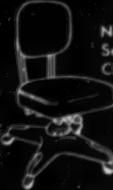
SINGLE-TIER LOCKERS

DOUBLE-TIER LOCKERS

BOX LOCKERS



No. 3487 STORAGE CABINET



No. 840
Secretary's
Chair



No. 540
Drafting
Chair

Blueprint File



No. 6647 TEACHER'S DESK

No. 6276 LIBRARY TABLE

No. 810 UTILITY CHAIR

ASE Quality—Cheaper By The Year As The Years Go By

ASE Steel School Furniture keeps that "like-new" look year after year. Quality built for service and efficiency. Withstands the wear and tear of youthful activity. Bonderite treated to assure a lustrous permanent finish... anchors paint to metal, provides a corrosion-resistant surface. Lastingly beautiful and always in style. For classrooms, offices and libraries. Lockers for halls, locker rooms, field houses. Let us assist you in your planning. Write for information today.



No. 5401 FILE



No. 6629 PRINCIPAL'S DESK



No. 835 PRINCIPAL'S CHAIR



There's an ASE dealer near you

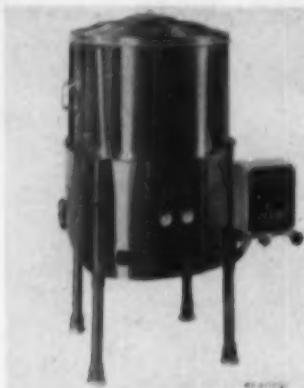
ALL-STEEL EQUIPMENT INC.

Aurora, Illinois

What's New . . .

Single Unit Dishwasher Combines Speed and Volume

For institutions serving 100 to 250 persons per hour, the new Jackson 50-APR



stainless steel dishwashing machine will wash and rinse 1400 dishes per hour. Thorough wash-rinse is accomplished by 20 rotating wash jets and 26 rotating rinse jets positioned above and below the rack during a one minute wash and 10 second rinse cycle.

The unit features an all new power rinse unit which operates normally and efficiently on as little as five pounds outside water pressure. There is a temperature range of 100 to 220 degrees F. with recommended zones for wash and rinse marked in red. The unit stands 57 inches

when used with a 34 inch high work table and has a base diameter of 26½ inches. Two dish racks and one combination glass and silver rack are standard equipment. **Jackson Products Co., 3703 E. 93rd St., Cleveland 5, Ohio.**

For more details circle #487 on mailing card.

5-ply birch and maple seat while number 250 comes with an upholstered seat in a choice of colors.

Both Sit-Rite chairs are constructed of sturdy $\frac{1}{2}$ inch tubular steel frames with cross braces of $\frac{1}{8}$ inch tubular steel electrically welded to the frame. Non-marring beige rubber feet are tightly secured over dome glider feet and will not loosen in use yet may be easily re-



Apple Flavor in Various Forms

Gumpert has announced the addition of two apple flavors to its line of foods. Apple Flavor is now available in the Velvet Smooth line of water ices and sherbet bases in jellied form. This new flavor in the ice cream field is offered in quart sizes to make 2½ gallons of finished water ice or sherbet and in a gallon size container sufficient for ten gallons of the finished product. A new Apple Punch Flavor is also introduced in powdered form for institutional use. It is supplied in 16 ounce and five pound tins. **S. Gumpert Co., Inc., 812 Jersey Ave., Jersey City, N.J.**

For more details circle #488 on mailing card.

Body-Contour Back Design Assures Seating Comfort

Body-Contour back design, formed by back panel and rail die in a curved shape to fit natural body lines, gives the two new Sit-Rite folding chairs greater comfort. Model number 225 is available with

placed. The new folding chairs are offered in taupe or gray chippproof baked enamel finishes. **Thompson Mfg. Co., Ada, Oklahoma.**

For more details circle #489 on mailing card.

Lather • Fragrance • Safety

Premium antiseptic liquid soap

Balmaseptic

For washroom and shower
Contains Hexachlorophene

Clear, brilliant Balmaseptic rubs up quickly into handfuls of fragrant lather. Cleanses energetically, yet does not irritate the skin—does not chap. Regular use keeps the hands surgically clean: the HEXachlorophene puts the HEX on bacteria. Balmaseptic dispenses neatly—stores perfectly; does not turn cloudy or rancid, regardless of climate. Exceeds forthcoming U.S.P. Specifications

for Hexachlorophene liquid soap

For free sanitary survey
of your premises ask
your Dolge service man



Trimline

New simplicity of design achieves style, comfort and classroom efficiency with strength to pass the test of time.



WRITE FOR COMPLETE CATALOG OF TUBULAR STEEL FURNITURE
Patents are pending on all the pieces of the Heywood-Wakefield Trim Line design. Heywood-Wakefield, School Furniture Division, Gardner, Mass. and Menominee, Mich.

What's New . . .

Floor Machines Go Up Easily on Safety Ramp

Floor machines are easily taken up or down stairs without danger of injury to



the custodian or damage to the machine with the newly developed Safety Ramp. Made of strong, lightweight aluminum, the Safety Ramp is easily set up and permits safe carrying of any standard sized floor machine up to 21 inches in diameter. The two eight foot sections cover long stairways and the ramp can be adjusted to cover only two steps. Safety catches are built into the sections every six inches to prevent machines from falling, even if the custodian lets go of the handle.

The new Safety Ramp is not only a convenience for custodians, but helps to protect valuable equipment from damage in being carried up or down stairs, and minimizes the possibility of injury to employees. **Safety Ramp Co., 158 Edgehill Drive, Akron 12, Ohio.**

For more details circle #490 on mailing card.

Powdered Cleaner Removes Stain and Rust

Huntington Stain-Rust Remover Powder dissolves rust, metal tarnish, ink and fruit stains and grease from a variety of hard surfaces. It need only be sprinkled on a damp cloth and lightly rubbed on stained surfaces to restore the original shine. The powder is available in 12 ounce shaker top cans. **Huntington Laboratories, Inc., Huntington, Ind.**

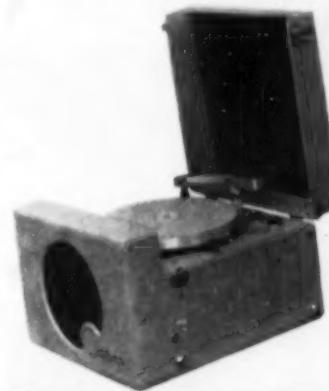
For more details circle #491 on mailing card.

Continuous Variable Speed Turntable on Phonograph

An exclusive center drive continuous variable speed turntable is introduced with the new Califone Celebrity 7V-7 Phonograph. This unusual feature eliminates the need for cones, idlers and belts. The speed range is from 16 to 88 RPM, with an illuminated stroboscope for adjusting exactly to all speeds.

(Continued on page 92)

Other features of this 1957 model include a five-watt amplifier with an eight-inch self-contained extended range speaker, a pickup arm which balances upward, a cork-topped aluminum turntable which is said to prevent records from picking up lint, a 45 RPM adapter built into the turntable, a new cartridge and needle arrangement for easy needle change, and a spring loaded cushion arm rest which protects the cartridge and needle. An output jack for an additional speaker for



large audience coverage, and headphones for quiet listening are optional equipment. **Califone Corp., 1041 N. Sycamore Ave., Hollywood 38, Calif.**

For more details circle #492 on mailing card.

Severe Winter Ahead*
...get your MAXIM
SNOW THROWER NOW

3 MODELS
4.6 to 8.2 HP

3000 IN USE
DEALERS WORLDWIDE
A PROFESSIONAL MACHINE

THE MAXIM SILENCER COMPANY
85 Homestead Ave., Hartford, Conn.
Subsidiary of Emhart Manufacturing Company

Write for folder

MAXIM SNOW THROWERS

DECEMBER FORECAST
1956 Old Farmer's Almanac
Snow comes to stay, some places.
til May. Woolies tickle a mickle.
Roads all glazed, with ice are paved.
Excellent weather to lodge together.
Bright and white, zero at night,
cold winds bite.

**Restores resiliency
conditions wool fibers
that have been matted
by traffic & scrubbing.**

Tinolan process was developed in a leading museum to do a superior job of restoring rare tapestries and wool fabrics. There is nothing else equal for carpets and rugs.

Easier—Costs less

Rugs and carpets are treated without removal; are back in service the same day. It's less work and costs less in money than harmful scrubbing with the usual detergents. *Tinolan* mothproofs too, while it restores.

Write for trial offer data.

TINOLAN

The Tinolan Company of America, Inc., Wallingford Rd., Media, Pa.

Greater freedom in room arrangement



Otto Haisley School,
Ann Arbor, Michigan

Louis C. Kingscott and
Associates, Inc.
Architects and Engineers
Kalamazoo, Michigan

Shirrer Construction
Company
General Contractors
Pontiac, Michigan

William Bortolotti
and Sons
Mason Contractors
Detroit, Michigan

The combination of light-directing glass block
and vision strip keeps brightness at comfortable
levels, provides vision and ventilation.



Acting as a daylighting team the Toplite
Panels and glass block provide sufficient daylight
during normal days without need for artificial lighting.

Toplite Roof Panels supplement light from sidewalls in deep rooms or completely daylight windowless rooms

Now, near the windows, and far from them, good daylight can be everywhere. No longer is it necessary to confine close detail work to the area nearest the windows. Toplite Roof Panels permit daylighting of all building areas regardless of location or distance from exterior walls.

The prismatic glass units in O-I Toplite Panels "think" before they transmit the sun's rays. Needed North light and the soft low rays from the South are readily accepted. But rays from the high summer sun are rejected. Glare and heat of old-fashioned skylights are eliminated.

The complete story of this great new advance in efficient utilization of free daylight is available in a new booklet on Toplite Roof Panels. For your free copy, write today: Kimble Glass Company, subsidiary of Owens-Illinois, Dept. CU-11, Toledo 1, Ohio.

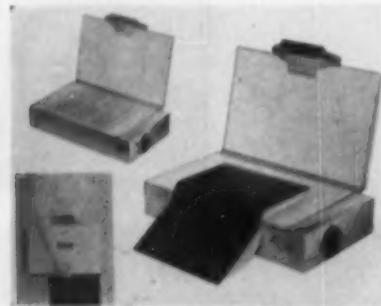
GLASS BLOCK AND TOPLITE ROOF PANELS
TWO  PRODUCTS

OWENS-ILLINOIS
GENERAL OFFICES • TOLEDO 1, OHIO

What's New . . .

Book Copier Is Compact Unit

The Apeco Panel-Lite Copier is a new compact unit designed especially to copy



pages from books and magazines. It is styled to give snug contact on any bound page to make a sharp, clear copy of the entire page from the gutter to the outer edges. Similar exact copies can also be made from any other typed, written, printed or other material requiring a flat bed printer.

The lightweight, compact unit is engineered to be used with the Apeco Autostat as well as other processing methods. Made with a built-in automatic timer, it measures 19½ by 13 by four inches in size. Special three-ply filtered glass is used for the copying surface. The new copier has a removable

cover to facilitate use and is priced to fit within the budget of even small colleges or universities. **American Photocopy Equipment Co., 1920 W. Peterson Ave., Chicago 26.**

For more details circle #495 on mailing card.

Vinall Flooring in Black and White Tiles

Quality vinyl tile flooring is now available in plain black and white tiles. Offered in nine by nine inch squares, the new black and white Vinall tiles supplement the line of attractive colored tiles already available from the company. Other colors in the line include yellow with cream and tan, tan with coral, gray with black and white, green with white, charcoal with gray, salmon with white, red with white and black, blue with white, cinnamon with white, dark green with white, brown with white, white with black and pink on pink. **Hewitt Robins, Inc., Stamford, Conn.**

For more details circle #496 on mailing card.

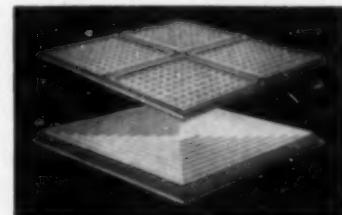
Sound Control Panels for Luminous Ceilings

Translucent lighting panels for luminous ceilings now are offered with sound control qualities. Perforated surfaces give the Iso-Sonic panels a high noise reduction coefficient and they are effective for use in air conditioned rooms where free

(Continued on page 96)

circulation is required between upper ceiling chambers and room areas. Normal convection currents rising through the luminous ceiling prolong the life of the electrical lighting components even where forced air circulation is not required.

Maximum light diffusion and sound dissipation are achieved when the perforated Iso-Sonic panels are used with Iso-Lyte non-perforated clear plastic panels inverted and spaced above the Iso-Sonic panels. The two-part Iso panels may be separated for thorough cleaning. Specially designed triangular cross-section gives maximum strength and forms retention in all planes, assuring uniformity of size and flatness for the life of the panel. Iso panels are fabricated of special vinyl plastic having consistent white-



ness, and maximum light diffusion and transmission. They will not support combustion. **Iso Industries Inc., 1654 Lincoln Blvd., Santa Monica, Calif.**

For more details circle #497 on mailing card.

TUBULAR
STEEL
FOLDING
CHAIR
NUMBER
77



QUALITY AND DURABILITY

Yes! The best seating chair buy available anywhere, is HAMPDEN. Built for a lifetime of service, comfortable, handsomely designed. Ganging fixtures easily adaptable.

Compare this chair with any other in the country for quality and price. You'll agree, HAMPDEN costs less for greater value.

Hampden

SPECIALTY PRODUCTS, INC.
FAIRFIELD, MASSACHUSETTS

Write Department 13K,
for illustrated brochure
of complete line

...before it TALKS

...is the way our doctors put it—"Our chances of curing cancer are so much better when we have an opportunity to detect it *before it talks*."

That's why we urge you to have periodic health check-ups that *always* include a thorough examination of the skin, mouth, lungs and rectum and, in women, the breasts and generative tract. Very often doctors can detect cancer in these areas long before the patient has noticed any symptoms.

For more life-saving facts phone the American Cancer Society office nearest you, or write to "Cancer"—in care of your local Post Office.

American Cancer Society



COLLEGE and UNIVERSITY BUSINESS

Why are factory-built cabinets best for schools?



HOMEMAKING foods laboratory and sewing room at South High School in Minneapolis, Minnesota. This installation handled by Haldeman-Homme, Inc., St. Paul 14, Minn.



FOR—Foods Laboratory
Laundry Area
Arts & Crafts
Clothing Laboratory
Sewing Laboratory
Grooming Area
Home Management Area
Child Care Area
General Storage Areas



To be sure, cabinets can sometimes be built on the job for lower initial cost. But school records prove that they are far more expensive in the long run.

Schools that install Mutschler factory-built cabinetwork report it is so well built, so durable they consider it as non-depreciative as the building itself. On-the-job cabinet work just cannot measure up to this kind of quality.

From trees felled on company-owned tracts to installed cabinetwork, Mutschler factory-built cabinets are under the careful supervision of skilled craftsmen. And more than a million dollars worth of specialized machinery is used in their fabrication. No contractor or carpenter has the time, nor the equipment, to build homemaking cabinets that give service like those made by Mutschler.

Then there is the matter of finishes. All Mutschler natural-grain cabinetwork is finished with DuPont *Dulux* . . . which cures by chemical reaction in the presence of heat and a chemical catalyst. It is extremely scratch-resistant, and is unharmed by nearly any solvent or solution. This kind of finish cannot be properly applied without factory equipment.

Also, cabinetwork should be planned for most efficient use. Mutschler sales engineers are specialists in the planning and equipping of school homemaking and foods departments, arts and crafts rooms, and storage areas. This planning help is available at no extra cost when you specify Mutschler.

Such a great number of the nation's schools have found they get more for their money with Mutschler. Why not investigate comparative costs and services before you build or remodel?

SEND COUPON FOR INFORMATION

If you have a building or remodeling project, call in a Mutschler homemaking department specialist. Let him prove to your satisfaction that you get more for your money with Mutschler!

MUTSCHLER BROTHERS COMPANY
Dept. 1126-I, Nappanee, Indiana

Please send further particulars about your school homemaking services and the name of our nearest Mutschler consultant.

NAME _____

FIRM _____

ADDRESS _____

CITY, STATE _____

What's New . . .

Literature and Services

- A most helpful 12 page booklet on "Decorating" is offered by Simmons Company, Merchandise Mart, Chicago 54. Four-color photographs on the front and back covers show rooms using Simmons Theme furniture. Subjects covered in the informative brochure include "Do and Don't of Decorating," black and white sketches showing various possibilities in room arrangements, "How to Use Theme Colors," and "36 Color Schemes."

For more details circle #499 on mailing card.

- How to plan an efficient maintenance schedule for each day of the week is outlined in the new "Daily Work Planning Guide for Efficient Building Housekeeping." Designed for hanging on the wall, the Guide contains 90 daily work sheets. It was developed for use in maintenance operations for buildings of all types and sizes and is available from Advance Floor Machine Co., 4100 Washington Ave. N., Minneapolis 12, Minn.

For more details circle #499 on mailing card.

- The Herman Nelson Audivent unit ventilator designed for the heating, ventilating and natural cooling of areas such as gymnasiums, cafeterias, auditoriums, libraries and similar large capacity rooms is discussed in a new 12 page catalog released by American Air Filter Co., Inc., Louisville 8, Ky. The ultra-quiet features of the system, which is specially engineered for quiet operation, are covered as are details and specifications of the system.

For more details circle #500 on mailing card.

- "Quiet at Work" is the title of a new 16-page booklet on acoustical materials for commercial and institutional use offered by Armstrong Cork Co., Lancaster, Pa. The booklet provides information for choosing materials for specific jobs and discusses the technical aspects of acoustical treatment in non-technical terms.

For more details circle #501 on mailing card.

- A dramatic presentation of the new incombustible qualities of Rock Cork insulation is given in a new four-page folder issued by Johns-Manville, 22 E. 40th St., New York 16. Entitled "Now . . . J-M Rock Cork Refrigeration Insulation Stops Flame," the leaflet also discusses the sanitary qualities, low conductivity, long service life and other assets of the product.

For more details circle #502 on mailing card.

- A new school lighting and floor plan is offered as a service to school administrators, architects and planning groups by The Art Metal Company, 1814 E. 40th St., Cleveland 3, Ohio. Architectural sketches with creative lighting ideas are presented and a room-by-room breakdown of the school, with suggestions for proper lighting to be installed in each room, is included.

For more details circle #503 on mailing card.

- "Sectional Cafeteria Counters" is the title of a new catalog designed to demonstrate the flexibility of Southern cafeteria equipment. Offered by Southern Equipment Co., 4550 Gustine Ave., St. Louis 16, Mo., the two-color catalog shows the component parts of sectional counters and how they can be assembled to fill individual requirements.

For more details circle #504 on mailing card.

- Why the Powermaster Electric Folding Partition is the key to safe, effortless space division is told in a new folder issued by Equipment Mfg. Co., Inc., 1400 Spruce St., Kansas City 27, Mo. The folder contains construction design advantages, complete specifications and mechanical details for various types of installations.

For more details circle #505 on mailing card.

- Otis Autotronic Without-Attendant Elevators are described in the new booklet issued by Otis Elevator Co., 260 Eleventh Ave., New York 1. The booklet demonstrates how fully automatic operation can give complete elevator service through the use of one to an entire bank of elevators.

For more details circle #506 on mailing card.

- The Chart-Pak method of making organization and flow charts, graphs and office and department layouts is discussed in a new 20-page catalog, "Visualization Made Easier," offered by Chart-Pak, Inc., 100 Lincoln Ave., Stamford, Conn. How the simplified system works and time is saved is discussed, with data on the new work flow and data processing symbols available.

For more details circle #507 on mailing card.

- Automatic emergency lighting equipment is described in Bulletin E.L. 16 issued by Surrette Storage Battery Co., Inc., Salem, Mass. The Surrette Model E Automatic Emergency Lighting Unit and how it can be used in case of power failure or other emergency is discussed. Details are included on the rechargeable battery unit and its operation.

For more details circle #508 on mailing card.

- "Easy Metal Furniture for Schools and Offices" is discussed in an 8-page catalog received from Hardware Engineering Co., Inc., Garrett, Ind. Descriptive information and illustrations of the line of adjustable stands for typewriters and business machines, as well as general work tables for commercial classrooms and school desk stands are included.

For more details circle #509 on mailing card.

- "The Care and Cleaning of Aluminum Windows During and After Construction" outlines basic information on the handling and maintenance of aluminum windows. The 16-page booklet was prepared by the Aluminum Window Manufacturers Association, 75 West St., New York 6.

For more details circle #510 on mailing card.

- The Crow School Counseling Service has been established to give expert counseling on how to set up electrical or electronic shop instruction in any size school. Detailed recommendations from wiring to manuals, and course outlines based on present facilities and budget, are included. There is no charge or obligation for this service offered by Crow Electri-Craft Corp., 1102 Shelby St., Vincennes, Ind.

For more details circle #511 on mailing card.

- "Moore Gymwear" is described in a colorful new catalog released by the E. R. Moore Co., 932 W. Dakin St., Chicago 13. Various styles, including one-piece suits, combination shorts and shirt and tunic suits are illustrated. Swatches of fabrics and color samples are also included.

For more details circle #512 on mailing card.

- "Water Hammer—The Cause and Cure" is the subject of Manual S released by Josam Mfg. Co., Michigan City, Ind. How the Josam shock absorber can eliminate this condition is discussed with method of sizing, typical piping layouts and installations also included.

For more details circle #513 on mailing card.

- Audio Devices' Educational Awards for the 1956-57 school year have been announced by Audio Devices, Inc., 444 Madison Ave., New York 22. To further the effective use of tape and disc recording, the awards are offered to two classes: junior and senior high schools, and colleges and universities.

For more details circle #514 on mailing card.

Suppliers' News

Dictaphone Corp., 420 Lexington Ave., New York 17, manufacturer of dictating and transcribing equipment, announces the opening of its 34th district office, this one in Birmingham, Ala.

Dor-O-Matic Division, Republic Industries, Inc., manufacturer of manual and automatic door controls, announces removal of its offices and factory from 4446 N. Knox Ave. to 7350 W. Wilson Ave., Chicago 31.

Hunter Douglas Aluminum Corp., manufacturer of Flexalum venetian blinds, announces removal of its national sales and advertising offices from 150 Broadway to 405 Lexington, New York 17.

Schulmerich Carillons Inc., Sellersville, Pa., manufacturer of tower bell equipment, announces the completion of an addition to its manufacturing plant which will double its working area.

Smithcraft Lighting Division, Chelsea 50, Mass., manufacturer of fluorescent lighting fixtures, announces the recent opening of a new modern plant providing almost double its previous production capacity.

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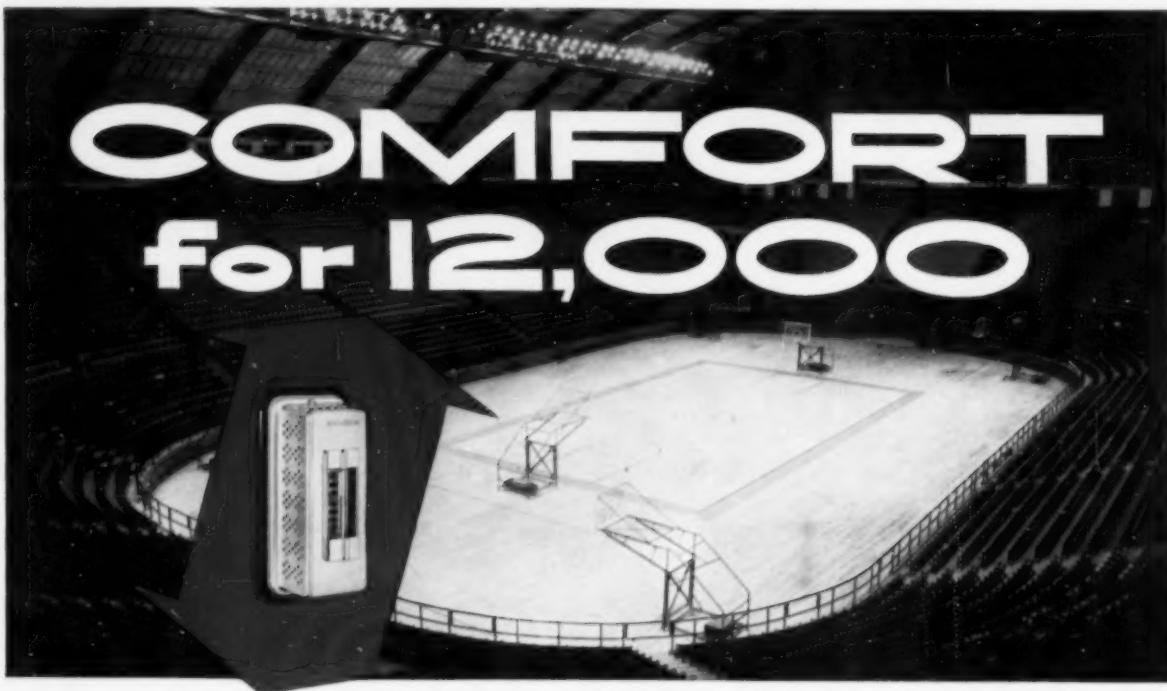
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Activities Building, University of Maryland, College Park, Md. Hall, Boarder & Donaldson, architects, Baltimore; H. Walton Redmile & Associates, mechanical engineers, Washington, D. C.; Wm. H. Singleton Co., Inc., heating contractor, Arlington, Va.

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